

ARMY HOST



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Inside

Renovation	Hanau
U.S. Region Workshop	Fort Monmouth
West Berlin	Bremerhaven
Redstone Arsenal	Fort Gordon
Commissary savings	1st quarter results
Fort Carson	Slot machines
E-8 promotions	Worms
Internal Control Reg	Colony Course
Regulation update	Fort Ord
Fort Harrison	MWR facilities
Nuernberg	Central banking
Payroll system	Unit efficiencies
OOJ training	Wives' clubs
Hale Koa	AAFS fraud action
Top beverages	Fort Irwin
Frankfurt	Morale Support Funds
NAF employee benefits	Wiesbaden
Fort Knox	MSO Workshop
Fort Stewart	OOJ turn around

Best club managers named

WASHINGTON—The Army has announced the winners of the 1980 James A. Carroll, Jr. Award for Excellence in Club Management in each of four categories of officer, noncommissioned officer, warrant officer, and civilian.

They are:

• **Major Bobby G. Thompson**, Fort Belvoir, Va. Installation Club Manager.

• **Warrant Officer Ronald D. Sims**, Fort Lee, Va. Officers' Club Manager.

There were two winners in each of the NCO and civilian categories:

• **Master Sgt. Earnest N. Luster** for his work as Community Club

Manager at The Judge Advocate General School, Charlottesville, Va.

• **Master Sgt. Arthur H. Piper** for his work as Area II Support Activity, Korea Consolidated Club Manager and Area Club Manager.

• **Eugene Haddox**, Garlstedt, W. Germany Community Club Manager.

• **Mason B. Mahaffey**, Defense Electronics Supply Center, Ohio Installation Club Manager. Mahaffey also won the award in 1978.

The award is named after the late James A. Carroll, Jr. who was a respected expert in Army club management. He died in 1975. The award recognizes managers for their

efforts in providing quality club services to soldiers and their families and for keeping their clubs financially sound during the period covered by the award, Oct. 1, 1979-Sept. 30, 1980.

Winners were selected from nominations received from Army major commands and will be honored at ceremonies later this year.

MWR Review Committee lists construction priorities

FORT SAM HOUSTON, TX—Army-wide morale, welfare and recreation construction programs were evaluated and related priorities were adjusted at the most recent Army MWR Review Committee meeting held here March 24-26.

The Committee accepted seven new projects, estimated to cost \$3.6 million, while endorsing actions to generate more NAF funds for capital improvements and the construction of new facilities.

The Committee is chaired by The Adjutant General and is comprised of Deputy Chiefs of Staff for Personnel from large Army major com-

See **MWR**, p. 6

How did they do that?

M.A.G.I.C. Workshop May 26-29

ROEDELHEIM, WEST GERMANY—The 1981 Continuing Education Workshop for U.S. Army, Europe club managers will be held in Berchtesgaden, West Germany from May 26-29, 1981.

Marketing Assures Growth in Clubs (MAGIC) is the theme of the session which will treat attendees to a "magical display of new marketing and merchandizing ideas," according to officials at the Club and Community Activities Management Directorate's European Re-

gional Office, sponsors of the event.

The program includes speakers on marketing and merchandising, product delivery, advertising, a marketing contest, and inflation fighting. Also, several speakers prominent in the Army club and morale, welfare and recreation area will update managers on programs and initiatives under way to improve soldier quality of life.

Contact the Directorate's European Office at Roedelheim Military 838 for further information.



Policy

Army seeking to curb club audit deficiencies

WASHINGTON—Department of the Army is urging major and installation commanders to act quickly on correcting the findings of Army club audits.

Army officials are concerned that some deficiencies and conditions cited in several audit reports may be symptomatic of more serious and deep-rooted problems.

In a letter sent to Army major commanders, **MG James C. Pennington**, The Adjutant General, asked that installation commanders "thoroughly review their club system operations" and correct any audit deficiencies, which might entail conducting follow-up reviews, requesting assistance from Depart-

ment of the Army, and enforcing the system of controls taken to implement audit recommendations.

The most prevalent deficiencies noted were: ineffective bar operations; absence of operating budgets; poor control of cash receipts and deposits; late and inaccurate financial statements; uncontrolled fixed assets; missing or unaccounted for food inventories; uncontrolled gross profit fluctuations; inadequate costing and controls over food operations; and insufficient management attention to payroll expenses.

DA club management officials cite a number of publications that can help commanders and their staffs ensure that audit findings will

be corrected including: The Commander's Guide for Club Operations, which includes information to allow commanders to monitor trends and to provide early correction, as well as a number of other training materials available from Department of the Army.

The letter from The Adjutant General to major commanders also includes information specifically describing the problems and recommending solutions.

Further information may be obtained from the Club and Community Activities Management Directorate: AUTOVON 221-8330, (202)-325-8330, or from Directorate overseas regional offices.

Clubs assist community service groups

WASHINGTON—Program managers at Department of the Army are urging commanders and club managers to support community service groups by being considerate and by avoiding charging "nuisance fees" for certain services, "unless the magnitude of the support provided contributes significantly to increased costs of club operations."

Citing private organizations such as wives' clubs to be "performing a

vital service in military communities," DA officials believe that officers' and NCO clubs should recognize the valuable community service role that these organizations have in the community and provide support in the form of meeting rooms, room set-up or clean-up, laundry and advice.

Assisting community service groups is good for business. Ac-

cording to DA officials, wives ordinarily make the decision of where to dine and their experience with the club may determine whether they choose the club or another establishment. Also, being considerate in dealings with wives' clubs helps aid the club's image as a focal point for community service events and traditional command-sponsored functions.

Internal control reg effective 15 May 81

WASHINGTON—A newly updated regulation outlining the essential elements for internal control has been published by The Adjutant General's Office and will take effect 15 May 81.

It addresses many areas in which auditors and inspectors frequently find weaknesses: cash, procurement and inventory controls at clubs and other non-appropriated fund activities.

AR 230-9, Internal Controls, contains informa-

tion on controlling cash receipts and disbursements, purchasing, storage and issue, sales, investments and inventory. The regulation also prescribes policy regarding amusement and vending machines.

A feature of the revised regulation is a checklist appearing in the appendix that highlights important controls common to most nonappropriated fund activities. A list of other related publications which also address internal controls is included.

Club regulation out

WASHINGTON—The recently published revision of AR 230-60, The Management and Administration of the Army Club System, has an effective date of April 1, 1981.

The regulation is easier to read, more clearly defines responsibilities and policies, and simplifies many

club management procedures, according to officials at the Club and Community Activities Management Directorate, TAGO, proponent of the regulation.

Copies of the regulation were sent to installation and area club managers, Armed Forces recreation center

managers, major commands and installation directors of personnel and community activities ahead of the implementation date to allow them to ensure club operations comply with Army policy, the official said. There are 1/3 less pages in the new

See **CLUB**, pg. 3

CLUB, from pg. 2

regulation which incorporates changes required to implement the DOD agreed-on policies in response to the House Armed Service Committee Report on the Review of Military Clubs and Package Beverage Stores issued after hearings by that committee in October 1979. Also, other MWR activities with food and beverage operations are subject to the provisions.

The new regulation should make it easier to comply with regulatory guidelines and internal controls.

Major policy changes included in the regulation include:

- Role of the MWR Review Committee.
- Clearer definitions of responsibilities.
- Prohibiting employees, their dependents and guests from participating in or winning bingo games, door prize events, or other games of chance.
 - Permitting use of clubs for certain recruiting-related activities.
 - Deleting the term "advisory" council and substituting "nongoverning."
 - Prohibiting "breakopen" bingo and similar type activities.
 - Providing guidance concerning acceptable dress for entertainers.
 - Including language concerning charge sales of alcoholic beverages.
 - Changing the limits for petty cash funds.
 - Incorporating recent changes to compensation of assigned enlisted club managers.
 - Changing the frequency of accountability statements requirements for bars.
 - Eliminating certain procedures from the regulation and referencing the Club Operations Manual and Small Purchase Manual.

Regulation update

WASHINGTON—AR 230-60, The Management and Administration of the Army Club System, took effect April 1, 1981. Other NAF regulations are in different stages of staffing and revision and should be out by the end of the year. A summary follows:

AR 210-65, Installations, Alcoholic Beverages. Immediate Action Interim Change I01 was published 23 February 1981. This change deleted the requirement for maintenance of separate fiscal records of alcoholic beverage sales to club versus non club members as the basis for distribution of profits among club system branches and implements major alcohol and drug abuse policies. A new Immediate Action Interim Change (I02), prepared and published in April 1981, clarifies the priority of factors considered by the Secretary of the Army in applications to establish new package stores. It states that the importance of package store net income to fund morale welfare and recreation activities is the primary factor that will be considered.

AR 230-1, The Nonappropriated Fund System. Change 8 was published 1 March with an effective date of 1 April 1981. This change added a new Chapter 7 on Financial Planning and Management and prescribes use of a new standard nine digit NAFI identifying number. Additionally a major revision of 230-1 is being drafted. This revision will update the six year old regulation; clarify policy and terminology; serve as the principal regulation that implements several DOD issuances; and restructure the old regulation into the functional areas of NAFI administration, (e.g., logistics, legal, financial management and resale). A draft of the revision is scheduled to be distributed to the ARSTAF and MACOMs for comment during June 1981.

AR 210-1, Private Organizations on DA Installations. A major revision is scheduled for publication and distribution throughout the Army by 1 June 1981. The objectives of this revision are to clarify reporting requirements and to more clearly define the type and amount of logistical support commanders may authorize for POs. The revision was staffed with all MACOMs during 1980 and comments have been incorporated as appropriate.

AR 210-55, Funding and Personnel Support for Morale, Welfare, and Recreational Programs and Facilities. A major revision is scheduled for publication and distribution by October 1981. The primary objective of the revision is to simplify and clarify present contents as well as to introduce new policy material on obtaining goods and services from NAFIs. A draft of the revision is scheduled for staffing with ARSTAF and MACOMs during May 1981.

AR 210-25, Vending Facility Program for the Blind on Federal Property. A major revision is scheduled for publication and distribution in August 1981. This revision will clarify format, content and reporting procedures for the annual status report and change the submission requirement of the monthly activity report to an "as required" item. The revision was staffed during 1980 with the ARSTAF and MACOMs and comments have been incorporated as appropriate.

AR 60-20/AFR 147-14, Exchange Services, Operating Policies. An Immediate Action Interim Change is in the draft stage and scheduled for distribution by April 1981. It implements new provisions of the Armed Services Exchange Regulations (ASER) which was republished in July 1980. The change also incorporates a new amusement machine policy approved by the Army, Air Force and Board of Directors, AAFES, which authorizes commanders to operate amusement machines in morale support program activities, as well as approved policies on actions to be taken in response to incidents of disrespect to the playing of the National Anthem at theaters.

AR 230-XX, Armed Forces Recreation Centers and Hotels. A new regulation which will be published and distributed in October 1981. This regulation will contain policy and guidance for the management and operation of Armed Forces Recreation Centers (AFRCs) and Hotels. A draft of the AR was staffed with the ARSTAF and with MACOM's. Comments have been received and are being reviewed for incorporation into the AR.

Younger drinkers experiment

NEW YORK—Business Week Magazine reports changing tastes as the baby-boom generation moves into the "prime liquor consumption age range of 25 to 44." According to the magazine, this group's hallmark is "experimentation" and not "brand loyalty," as these younger consumers, who were "weaned on soft drinks, thirst for lighter, sweeter, more exotic and more mixable drinks than their elders." Business Week's annual sales survey reports that white goods are again outperforming brown goods, having cornered 51.5 percent of the market. "This has helped catapult wine and the white goods sector of the liquor industry—vodka, gin, and rum—to the forefront, and observers believe the brandy and cordial segments are now poised for a similar explosion."

The magazine reports that some liquor industry executives believe the younger generation considers vodka "old hat, and is moving to alternatives such as rum, which is more flavorful but still mixable."

Club system annual report

WASHINGTON—The Army Club System Annual Report—Fiscal Year 1980 has been provided to installation club managers.

The report contains information on the performance of Army clubs by branch as well as a listing of individual club revenue and net income. The report also discusses organization of the Army club system, club appropriated funding, audits, policy, crime, construction, investments, budgeting, training, labor, personnel, dues, and other facets of club operations. This year's report also includes information on Army-operated Armed Forces Recreation Center hotels.

How the leading liquor brands fared in 1980

Rank	Brand	Sales (thousands of cases)		Change Percent	Marketer	Type
		1980	1979			
1	Bacardi.....	7,600	7,200	5.6%	Bacardi.....	Rum
2	Smirnoff.....	6,100	6,300	-3.2	Heublein.....	Vodka
3	Seagram's 7 Crown.....	5,800	6,100	-4.9	Seagram.....	Blend
4	Seagram's V.O.....	3,800	3,825	-0.7	Seagram.....	Canadian
5	Canadian Club.....	3,600	3,625	0.7	Walker.....	Canadian
6	Popov.....	3,000	2,800	7.1	Heublein.....	Vodka
7	Jim Beam.....	2,950	2,825	4.4	Beam.....	Bourbon
8	Jack Daniel's.....	2,625	2,200	19.3	Brown-Forman	Tennessee
9	Gordon's Gin.....	2,600	2,525	3.0	Renfield.....	Gin
10	Canadian Mist.....	2,550	2,425	5.2	Brown-Forman	Canadian
11	Seagram's Gin.....	2,500	2,600	-3.8	Seagram.....	Gin
12	Windsor Supreme.....	2,400	2,400	—	National.....	Canadian
13	Dewar's.....	2,350	2,300	2.2	Schenley.....	Scotch
14	J&B.....	2,325	2,600	-10.6	Paddington.....	Scotch
15	Gilbey's Gin.....	2,100	2,000	5.0	National.....	Gin
16	Black Velvet.....	1,875	1,950	-3.8	Heublein.....	Canadian
17	Gordon's Vodka.....	1,850	1,650	12.1	Renfield.....	Vodka
18	Cutty Sark.....	1,725	1,975	-12.7	Buckingham.....	Scotch
19	Kamchatka.....	1,650	1,400	17.9	National.....	Vodka
20	Christian Bros.....	1,625	1,600	1.6	Fromm & Sichel.....	Brandy
	Early Times.....	1,625	1,700	-4.4	Brown-Forman	Bourbon
22	Beefeater.....	1,600	1,600	—	Kobrand.....	Gin
23	Ancient Age.....	1,575	1,650	-4.5	Schenley.....	Bourbon
24	Johhny Walker Red....	1,550	1,675	-7.5	Somerset.....	Scotch
25	Ten High.....	1,525	1,500	1.7	Walker.....	Bourbon
26	Kessler.....	1,500	1,625	-7.7	Seagram.....	Blend
27	Kahlua.....	1,400	1,300	7.7	Walker.....	Specialty
28	Gilbey's Vodka.....	1,350	1,325	1.9	National.....	Vodka
29	Calvert Extra.....	1,300	1,375	-5.5	Seagram.....	Blend
30	Fleischmann's Gin.....	1,225	1,350	-9.3	Fleischmann.....	Gin
31	Southern Comfort.....	1,150	1,225	-6.1	Brown-Forman	Specialty
32	Lord Calvert Canadian..	1,050	975	7.7	Seagram.....	Canadian
	Chives Regal.....	1,050	1,100	-4.5	Seagram.....	Scotch
34	Imperial.....	1,000	1,050	-4.8	Walker.....	Blend
35	Wolfschmidt.....	975	1,050	-7.1	Seagram.....	Vodka
36	Fleischmann's Pref'd...	950	1,000	-5.0	Fleischmann.....	Blend
	Old Grand-Dad.....	950	1,000	-5.0	National.....	Bourbon
38	Old Crow.....	875	975	-10.3	National.....	Bourbon
39	Tanqueray.....	825	775	6.5	Somerset.....	Gin
	Schenley's Vodka.....	825	950*	13.2	Schenley.....	Vodka
41	MacNaughton's.....	800	775	3.2	Schenley.....	Canadian
	Old Charter.....	800	850*	-5.9	Schenley.....	Bourbon
43	Crown Royal.....	775	650	19.2	Seagram.....	Canadian
	Ronrico.....	775	700	10.7	Seagram.....	Rum
45	Amaretto Di Saronno...	725	700	3.6	Glenmore.....	Specialty
	Castillo.....	700	650	7.7	Bacardi.....	Rum
46	Jose Cuervo.....	700	650	7.7	Heublein.....	Tequila
	Crown Russe.....	700	800	-12.5	Seagram.....	Vodka
49	Fleischmann's Vodka...	675	650	3.9	Fleischmann.....	Vodka
	Relska.....	675	700	-3.6	Heublein.....	Vodka
51	Old Smuggler.....	650	550	18.2	Walker.....	Scotch
52	Old Forester.....	625	700	-10.7	Brown-Forman	Bourbon
53	Canadian, LTD.....	600	550	9.1	Fleischmann.....	Canadian
	Nikolai.....	575	525	9.5	Seagram.....	Vodka
54	Hiram Walker Vodka...	575	550	4.6	Walker.....	Vodka
	Johnnie Walker Black...	575	600	-4.2	Somerset.....	Scotch
	Skol.....	575	650	-11.5	Medley.....	Vodka
	Mr. Boston Vodka.....	550	550	—	Glenmore.....	Vodka
58	Inver House.....	550	600	-8.3	Wile.....	Scotch
	Old Taylor.....	550	625	-12.0	National.....	Bourbon
61	Passport.....	525	500	5.0	Seagram.....	Scotch
62	Wild Turkey.....	500	500	—	Austin, Nichols	Bourbon

*Revised figure

Data: BW survey and estimates of retail sales, rounded to nearest 25,000 mixed cases, based on data by Clark Gavin Associates Inc.

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Package store seminar offers merchandising hints

Bright ideas for beverages.

ORLANDO, FL—A number of good merchandizing ideas were offered at a Package Beverage Store Seminar sponsored by the International Military Club Executives Association at the Naval Training Station here recently.

Keg and bulk beer are becoming increasingly important components of total sales on today's market, according to representatives from Anheuser Busch, who emphasized that draught beer denotes quality to the drinking public.

In the package store business, however, marketing and merchandizing can't replace convenience and courtesy, said Jim Nelson, a Navy package store manager.

Nat Ames of Somerset Importers told the managers that the year 1981 would see nearly 75% of major processors and importers, as well as distributors, spending more on point of sales advertising. A 450% increase in the use of mass displays in package stores is projected, with the positioning of merchandise being a prime prerequisite to increasing sales. Displays will carry a message to a variety of buyers and potential buyers, such as VIP displays to encourage 'trade-ups' to quality, recipes and suggestions to party-givers, and year-round gift-giving suggestions. New wine outlets will be created by demand alone, including such events as sporting events in department stores, trailer parks and camp grounds, college dormitories, public parks, even hospitals, beauty parlors and, finally, in space ships headed for the outer reaches. More and more women buyers will be involved, too.

Richard Brown of Villa Banfi vintners then took over to tell the group new ways of merchandising wines. Quoting results from a Roper Survey projecting what might happen in the year 2000 AD, Brown saw the sales of wines going from 1.9 billion cases in 1970 up to a high of 28 billion cases in the year 2000. Along with this he said would come a revival of the inner cities as the place for the masses to live; the upsurge of

neighborhood meeting places like taverns and pubs, which would also include public services such as libraries. Commuter bus lines will appear, serving wines and spirits and leaving the driving to someone else and, in restaurants, vegetarianism and hydroponic farming will be "in". Ethnic restaurants, serving native wines, will flourish, and wine and drink lists will reflect the more sophisticated palates of the dining and drinking public. With all of this, entrepreneurs will be conscious of the fact that, in order to succeed, they must cater to the moods and preferences of a huge female population.

"For the first time in our history," the next speaker, Al Kreuger of Hiram Walker, Inc., told the audience, "women outnumber men in our colleges. This is the very age group which will most influence the behavior of our changing consumer, too." Along with the advent of the woman as a prime mover in consumerism, Krueger pointed out that the consumer in the US will never again be standardized. Since women are more prone to try things that are new than are men, he pointed out that new and different things would be happening in the alcoholic beverage industry as well. Pointing to the current popularity of vodka, rum and tequila as having its origins with the young—and most particularly with young women—Krueger said that the 92-million young people born since World War II would continue to be the dominant factor in the market for some time to come. The types of spirits, he contended, which showed remarkable growth rates between 1975 and 1979 were those which were popularized by this age group. Conversely, the favorites of the "older generation"—bonded whiskeys, straight whiskeys and blends—showed losses during these same years. Economics, he told managers, would also play an important role in how we live and what we eat. He predicted the increasing popularity of Chinese and Polynesian restaurants and menus, if only because they required

the use of less meat in their dishes. And, of course, drinks that allied themselves compatibly with these menus will flourish.

Joe Reveman of the Guide Publishing Co. showed several examples of how tie-in advertising with recipes and gift suggestions could be effectively used as 'give-aways' in shopping bags at the package store.

Imported wine volume purchase agreement made

WASHINGTON—A basic ordering agreement has been established with a wine importer allowing cost savings on quantities bought in lots of 800 cases or more. The agreement is currently limited to use by clubs in the continental United States. The agreement was negotiated by the Club and Community Activities Management Directorate's Central NAF Contracting Office, which distributed price lists and a program summary sheet to installation club managers on March 11, 1981.

Procurement officials suggest that club managers consider the 800 case minimum order requirement and carefully evaluate actual and estimated sales volume. Inventory turnover must be high to realize benefits of unit cost savings. Recent experience indicates that deliveries will probably be received in 30-45 days. However, since orders are processed through the U.S. importer direct to overseas sources, program managers say sixty days is a safer planning estimate.

It is suggested that geographically close club systems may consolidate orders to meet the minimum order level.

Further information may be obtained by contacting **Bill Gregory** or **John Conlan** at the Central NAF Contracting Office: AUTOVON 221-0757 or (202) 325-0757.



Insurance

Army Improves NAF Employee Benefits

Better medical, retirement and life insurance plan.

WASHINGTON—More Army nonappropriated fund (NAF) employees are now eligible to participate in an improved medical, life and retirement insurance program.

The changes apply to all eligible Army nonappropriated fund employees except those employed by the Army and Air Force Exchange Service.

Changes to the medical plan took effect on Jan. 1, 1981. These include increasing maximum lifetime high option single and dependent medical coverage from \$250,000 to \$1 million, increasing the maximum lifetime benefit for low option single and dependent medical coverage from \$25,000 to \$100,000, full payment for all prescriptions when generic drugs are used, and paying for a second surgical opinion. Program managers at The Adjutant General's Office say that the changes will provide participating employees with more protection against catastrophic illnesses.

A modified NAF life insurance plan also took effect on Jan. 1,

1981. NAF employee life insurance premiums will decrease about 20 percent in April 1981 without decreasing the amount of insurance provided employees, the officials added. The life insurance plan now also provides life insurance benefits if an insured employee commits suicide.

The medical and life insurance plans are optional for NAF employees. The month of May will be an "open session" during which NAF employees may change their medical and life insurance coverage.

Also during May, NAF employees may elect to participate in a dental option which will be available in June 1981 to participants in the medical insurance plan. A toll-free telephone number (800-343-7264) will be available in CONUS during April, May and June for NAF employees who have questions on the added dental coverage.

Each employee will be provided a booklet on the revised medical and life insurance plans in August 1981.

NAF employee retirement bene-

fits were also improved effective Apr 1, 1981. The major changes are voluntary participation, reduced contributions by employees, cost of living increases for retirees, calculation of benefit entitlements on the basis of the employee's highest three years average pay which was subject to Federal Income Tax (W-2 earnings), coordination of benefits with Social Security, and better disability benefits. DA Pamphlet 230-6 fully describes current retirement benefits and costs. It was distributed to non-appropriated fund civilian personnel offices in March 1981. Representatives from the NAF Employee Benefits Office at the Office of The Adjutant General have conducted workshops at installations in CONUS, Hawaii, Germany and Italy to explain the amendments to the retirement plan.

Eligibility for the medical, life insurance and retirement plans has been expanded to include all regular NAF employees scheduled to work 20 or more hours per week instead of the previous 25 hour minimum.

Report at full actual value for insurance coverage

WASHINGTON—The Army's Risk Management Program requires that the value of contents and stock for NAF activities be reported at full actual cash value for complete coverage. Insurance officials at the Club and Community Activities

Management Directorate report an incident where a package store suffered losses after a fire because of uninsured contents and stock.

A survey of club-system operated package stores found over 20 percent to be under-insured. However,

more were over-insured, resulting in payment of premiums higher than necessary. Officials urge that NAF activities report to the Risk Management Program whenever there is a change in value of more than 10 percent.

MWR, from pg. 1

mands. It meets twice a year to consider major financial and policy issues that affect the operation of Army morale, welfare and recreation activities.

It was decided that total appropriated funding of libraries and physical activities will be mandatory for fiscal year 1983. The Committee also decided to raise the dollar ceiling for capital purchases and minor construction projects to \$300,000.

All major construction projects over \$300,000 will be reviewed by the Committee. The bowling alley loan program will be ended and integrated into the total nonappropriated fund major construction program.

Initiatives approved by the Committee included improving accounting services, limiting contracting out of MWR programs, improving the quality-of-life work environment for civilian employees, development of an incentive pay program for civilian club managers, and a

study to determine changes needed in the management and administration of Army guest houses and transient billets.

Black History event

FORT McPHERSON, GA—Club members assembled at the NCO Club here recently to watch adults and children perform native African dances with authentic instruments of various tribes. The event was part of McPherson's Black History Month.



Crime

MWR crimes

Too much loose cash contributing to MWR larceny.

- The Army Host regrets that it incorrectly reported in the November/December 1980 issue that a package store employee at Redstone Arsenal, Ala., allegedly stole nine gallons of alcoholic beverages and that further investigations revealed a shortage of \$2,000. The theft was done by people not employed by the package store or by the club system.

- The Rod and Gun Sports Center at Warner Barracks, Bamberg, West Germany was broken into with thieves stealing \$409 worth of merchandise and weapons.

- Thieves sawed through steel bars, broke a window and sawed through welds securing a field safe at a PX in Quirnheim, West Germany. The safe and its contents valued at \$2,000 were removed.

- \$504 in cash and \$803 in checks were removed from a desk in the manager's office at a club in Nellingen Kaserne, Stuttgart, West Germany.

- \$17,700 was removed from a safe at the Rainbow NCO/enlisted club in Darmstadt, West Germany.

- A PX warehouse was broken into in Hanau, West Germany. Property valued at \$2,270 was stolen.

- Nearly \$5,000 worth of meat and other commodities were reported as unaccounted for at a stateside NCO club.

- Over \$1,300 was stolen from a Fort Leonard Wood PX Shoppette.

- \$2,500 was lost in transit in Bermerhaven, West Germany.

- \$540 was stolen from a PX shoppette at Fort Meade, Md.

- A van was stolen from the parking lot of the Vogelweh Officers' and Civilian Club, Kaiserslautern, West Germany.

- Inventory and cash shortages amounting to over \$20,000 were reported at a Stars and Stripes Book Store in West Germany.

- A \$3,700 inventory shortage was reported at a stateside club system.

- \$3,000 worth of merchandise was stolen from an audio/photo club in Schweinfurt, West Germany.

- A manager at a stateside AAFES optical shop embezzled over \$8,000 in one month.

- A stateside manager altered numbers on a 100 percent food and liquor inventory to reflect \$6,000 worth of nonexistent stock. Shortages occurred over an 8 month period.

- \$4,700 was stolen from a PX at

Ledward Barracks, West Germany. Thieves were believed to be hiding in the PX until it closed.

- An assistant manager at a stateside NCO club signed for a cash fund of \$5,500 and a surprise cash count found \$3,542 missing.

- A club employee received advance payment for a scheduled TDY trip and upon return from the trip, it was determined that the employee was overpaid and would be required to repay the excess. The employee allegedly had eight hours of fictitious overtime approved to cover the expense.

- An accounting clerk at a Europe audio/photo club drew two checks to himself valued at over \$7,000.

- Inventory shortages amounting to over \$1,500 were reported after a carnival held by a club system in Korea.

- \$635 worth of gasoline coupons were stolen from the Pinder Barracks Main PX, West Germany.

- A \$1,500 inventory shortage was reported at a stateside morale support fund-operated golf course.

- \$1,300 worth of cigarettes were stolen from the Augsburg Rod and Gun Club, West Germany.

- \$1,200 and over DM 6,000 were reported missing from proceeds at a German American Activities Week in Schwaebisch Hall, West Germany.

- \$583 was reported missing from a safe at AAFES PX, Pinder Barracks, Nuernberg, West Germany.

Army, Air Force Chiefs decide AAFES actions

WASHINGTON—In a continuing effort to give soldiers and Air Force personnel the best post exchange (PX) services possible, the Army and Air Force have sent a plan to Congress designed to rid the Exchange System of fraud and abuse.

The action was taken in response to a December meeting between Army Chief of Staff General E.C. Meyer, Air Force Chief of Staff General Lew Allen, Jr., and the House Nonappropriated Fund (NAF) Panel Chairman, Rep. Dan

Daniel (D-VA.). The meeting was held to discuss alleged fraud and corruption in the Army and Air Force Exchange Service (AAFES).

Following that meeting, the two Service Chiefs directed a complete review of audits, surveys and inspections of AAFES, to include examining the AAFES structure.

Among the actions outlined in the plan are:

- A review of regulations concerning the suspension of people or firms guilty of illegal dealings with AAFES.

- Limitations regarding former AAFES employees' dealings with PX outlets.

- Setting up a plan for providing information on fraud cases within the Department of Defense (DOD). Special emphasis will be placed on DOD NAF activities.

- The role of military sales representatives (civilians who represent suppliers, vendors or manufacturers to AAFES buyers) providing goods and services to the PX system will be watched more closely.

- Both Services have directed their Inspectors General to conduct a joint inspection of AAFES early in 1981. Additional special inspections will be done as needed.

- The Air Force office of Special Investigations and the Army Criminal Investigation Command will make sure AAFES receives adequate fraud and waste investigative help.

- Service Public Affairs Offices will work closely with AAFES Headquarters to provide soldiers and their families with information on improvements made in the AAFES system.

In a January 6 letter, the two Chiefs assured the NAF Panel they intended to "continue firm action to protect the interests of soldiers and airmen."

Zero defects

NUERNBERG, WEST GERMANY—Congratulations to SFC Richard Carter, Pinder Barracks NCO/enlisted club manager, for having no deficiencies on the most recent CID Crime Prevention Survey of his club.



Entertainment

Urban cowboys find home on the Wiesbaden rhinestone range

WIESBADEN, WEST GERMANY—That popular stateside mechanical bull has made its way to the NCO/enlisted club here and has been playing to large audiences. "We were looking for an attention-getter to get people in the club," said **MAJ Jerry Moses**, Wiesbaden Area Club Manager. "And I think we have found a winner in this bull."

Club members pay \$1 for an eight-second ride and \$1.50 for 12 seconds. They must sign a statement releasing the establishment from liability in case of injury. The club has a \$100,000 liability insurance policy on the bull, Moses said.



Bar room olympics

Female musclewomen compete in a tug-of-war, an event becoming popular at several clubs. Beer companies are promoting the events, which gather quite a crowd. Participants are categorized by weight and must sign a liability waiver before entering.

Fast delivery of top 10 records to Europe PXs.

WASHINGTON—The Army and Air Force Exchange Service has instituted a program that will rush overseas delivery of hit U.S. albums to bring current sounds to soldiers and airmen stationed in Europe.

Any albums reaching the top 10 of Billboard Magazine's Top LPs, Soul or Hot Country LP charts will automatically be air shipped from Atlantic, Ga. to Giessen, West Ger-

many, for distribution to PXs in Europe. The new procedure cuts about four to five days off the normal 10 to 14 day delivery time.

"Because the very nature of the recording industry includes instant popularity, continuous change and rapid decline of hits from the charts, we've geared our delivery system to reflect this instant response," says

William J. Schulz, AAFES Merchandise Chief.

Each of the 25 PXs in the program are linked by computer to the Georgia headquarters, which "force issues" LPs in response to inventory control and chart positioning. Each store has a special display for Top 10 LPs in the three categories, including a list of where the records stand on the charts.

Old discos don't die, their music just changes

Dance music will never die but the smarter—and best—disco acts are turning to a more mellow sound.

WASHINGTON—Most restaurateurs avoid the word “disco” when they describe their entertainment operations. Instead, they talk of “recorded entertainment programs,” “European-style discotheques” and “supper clubs.”

What it all boils down to, most often, is a separate lounge area with a dance floor and recorded music. Just a few years back, this type of setup was called a “disco” or “discotheque,” but shifting music styles have meant a change in nomenclature.

The “disco craze” is over, everyone agrees, and disco-style music is on its way out. As a consequence, restaurateurs are shunning the word “disco” and coming up with other names for their entertainment formats.

“The word ‘disco’ dates a place,” says Leslie Langberg, Assistant Marketing VP for the Elan, Cowboy and Rodeo clubs. “You think disco, and you think 1975, 1976 or 1977.”

Whereas Elan was once billed as a disco, Langberg says it now offers

“more of an eclectic music mix” and is developing as an alternative to the burgeoning country-western boom.

For many customers, says Haig Cartozian of the Stuart Anderson chain, “disco” has a negative connotation. “It means fancy clothes and very flashy lights,” he says.

“Disco-style music, with its heavy distinctive rhythms, is evolving itself away from ‘the masses’ to a very select crowd trying to maintain its survival,” Cartozian adds.

“The beat, without the terminology of disco, will remain,” he predicts, “but the music style at Stuart Anderson units is shifting to a mixture of contemporary western sounds, ‘top-40’ tunes and ‘light rock.’ The general trend will be toward ‘danceable, talkable music’ targeted toward the 25-45 age group,” he says.

Langberg’s company, McFaddin Kendrick Inc., has 15 Cowboy and Rodeo clubs in addition to its Elan operations. Country-western clubs have been gaining popularity throughout the country, Landberg

says, as the public becomes more familiar with the songs and dances.

“Country-western music was born in the South, but it’s now developing on the West and East coasts,” Langberg observes. “I see it continuing very, very strongly, and more so outside of the South-west.”

Many operators say the public seems more receptive to varied musical styles than in the past.

In the Western states, according to Ray Ford, director of programming for Phoenix-based Bobby McGee’s, the public has always had broad musical tastes. He notes that Bobby McGee’s deejays play “Big Band” selections, music from the 50’s, the latest dance tunes and rock ‘n’ roll.

In general, outside New York and major metropolitan areas, tastes are different. People, always paid attention to a wide variety of music. Ford explains, “Disco-type music never really was that big out here.”

Courtesy Nation’s Restaurant News.

USAREUR entertainment program revamped

HEIDELBERG, WEST GERMANY—US Army, Europe nonappropriated fund managers are reorganizing the USAREUR Commercial Entertainment Program in an effort to reduce costs and make the entertainment programs more effective, according to officials.

Changes include decentralizing billing and ordering, and elimination of regional offices with accompanying personnel reductions. The program will continue to be operated by the 1st Personnel Command Morale Support Directorate on a trial basis. It will be reviewed at the end of one year to see if more changes are needed. Fiscal ad-

ministration responsibility for the program will be transferred to the 1st PERSCOM Morale Support

Operation Fund from the USAREUR Club Fund, the officials said.

Glad you asked

Can Army package stores accept premium incentive (cents off) coupons for products sold in those stores?

Army regulations currently do not address the use of premium incentive (cents off) coupons provided by alcoholic beverage distillers, brewers or distributors since this has not been a common industry practice in the past.

It is considered that initiation of such procedures would be contrary to overall Army efforts to deglamorize and de-emphasize use of alcoholic beverages. Products sold should be competitively priced and special promotions handled by appropriate price reductions available to all eligible patrons rather than just those with coupons.



Club events

Clubs serving the Frankfurt soldier

by W. Russell Baldwin

FRANKFURT, WEST GERMANY—Money for soldiers assigned to U.S. Army, Europe does not always stretch as far as it used to or as most soldiers and families would like.

The Frankfurt Club System's objective is to help soldiers stretch their dollar as far as possible by offering quality food, beverages and entertainment at a reasonable price in a nice atmosphere.

SGM Homer Mann former branch manager of the NCO/enlisted club branch said, "The clubs are trying to provide the best service they can. If you get a quality product for your dollar, the dollars don't seem to matter. You pay a lot more on the economy than you would in the clubs for the same product."

Frankfurt area residents have six enlisted and four officers' clubs to choose from. They are located at or close to most Kasernes, and according to Mann, they do a thriving business.

These clubs had revenue of \$5.2 million in fiscal year 1980 compared to \$4.2 million in 1979. Each club is different. They are open different hours and offer different forms of entertainment and food, but each club offers bargains for a night on the town. Mann said that all the enlisted clubs are open to E-1s through E-9s. The Officers' clubs are open to officers except for lunch at the system's Terrace Club and the Noble Knight which are open to everyone. Improving the club system and the services offered is an ongoing project, according to Mann.

MAJ Uwe Grube is the Frankfurt Club System's Area Club Manager. He said that managers and branch managers have been charged with looking for ways to improve their facilities and to provide a service that will make the soldier want to return. Several of the area clubs have undergone facelifts in the past few months and others are scheduled to be remodeled during 1981.

The Topper Club is scheduled to



Dining at the Frankfurt Terrace Club.



Pouring draft beer at the Keller Lounge in the Frankfurt Terrace Club.

be renovated this spring, Mann said. "The entrance to the dining room will become the main entrance of the club," he said. Other changes include the remodeling of the ballroom and lounges and making an additional storage area. A new ice cream parlor and chicken take-out stand will be added.

Another new feature at the Topper Club is a new menu offering full course meals with soup, salad, entree and cheeseboard. The club system recently increased drink prices from 80 to 90 cents, the first increase in two years. Mann says these prices are below those charged at many other USAREUR clubs.

Frankfurt clubs will have slot machines as part of a phased reinstatement of the machines into clubs and Armed Forces Recreation Centers in overseas areas. Earnings from the machines will help pay for the costs of capital improvements for morale, welfare and recreation facilities in USAREUR. (See related article in this issue of the Army Host).

Other Frankfurt NCO/enlisted clubs offer a variety of entertainment and food for soldiers and families assigned there. The Plantation Club offers disco. It has received some minor physical plant alterations with more renovations scheduled. However, Frankfurt community plans call for this club to be torn down in 1985 and a new club built in its place.

The newly-renovated McNair Enlisted Club, known as "Electric City" offers disco and live entertainment three times a week and management plans to install an outside party area and ice cream parlor. Other plans for this club include booking floor shows once every three months.

Rock, soul, country and western, Latin, and "oldies" music is offered at the three other Frankfurt NCO/enlisted clubs: the Spearhead Inn at the Community's Drake Kaserne, the Eschborn Enlisted Club and the Pub Portari at Camp King. Mann said the Eschborn Club will also be remodeled in 1981. One Frankfurt resident explained his reasons for using the clubs. "I think going to the club is cheaper than any other club (downtown) in Frankfurt," said SGT Joe Simmons, a Frankfurt resident. "The drinks aren't expensive, the entertainment is good and all my friends are there."

Officers' Clubs

On the officers' side of the house, the Terrace Club also received major renovations. Assistant Manager, SSG Raymond Barry, said the customers seem to like the finished product and that they were very patient with the inconveniences while the renovations were taking place. Barry said the remodeled Taunus room can now seat 250 people.

ILT Gerald Read, said he goes to the McNair Officers' Club. "I live

in Hoechst, so I go to the McNair Club because it is the closest. It's cheaper than a night on the economy. The food, entertainment and atmosphere are all excellent. I prefer the smaller clubs to the larger ones because they are quieter and don't have as many people. I've never had a bad experience at any of the clubs," he said.

The Terrace Club offers a la carte dining in the Taunus room, Wednesday, Friday and Saturday. Tuesday and Thursday are specialty nights. Tuesday is Mongolian barbecue night, and Thursday is Mexican night. Officers and their guests may also dine in the Keller bar for short order items. Special bazaars are held once a month at the Terrace Club. The bazaars are open to all DOD personnel.

Officers and their guests visiting the former 97th General Hospital Officers' Club will be in for a surprise. In addition to the new name, Medico-97, the bar area has been renovated and the ballroom closed

off. However, the ballroom is still used for special occasions. Grube said the club is rated as the nicest lounge/bar in USAREUR. The bar now features a sandwich menu in addition to drinks.

The Noble Knight is the McNair's Officer Club. It features steak and schnitzel nights on a regular basis during the week. Senior enlisted soldiers and their guests are also allowed to be members of the club. The club has a small bar and party area. CW2 John Schulz, Officers' Branch Manager, said plans call for an outside party area for barbecuing and warm weather get-togethers. Lunch is served at the club every weekday, and it is open to all ranks. Entertainment at the club is on special occasions only.

The final area officers' club is the Taunus Lodge at Camp King. A la carte dining is available Tuesday through Saturday with Wednesday being Pizza Night. The Taunus Lodge caters mostly to private parties and has entertainment on call.



Disco at the Frankfurt Topper NCO Club.

AFCC quotas filled

WASHINGTON—Nominations for all remaining Fiscal Year 1981 Armed Forces Culinary Courses are now closed since Army quotas have been filled. Managers should resubmit nominations not approved for Fiscal Year 1981 to fill 1982 Course slots. 1982 Course dates will be published in August. Contact Bill Gregg, AUTOVIN 221-0703/4 for further information.

Knox store records record month

\$3.1 million 1981 sales projected.

FORT KNOX, KY—The Package Beverage Store here reported a record month with December sales reaching \$428,000 and management expects that 1981 sales will exceed 1980 sales by over \$500,000, reaching a projected \$3.1 million for 1981.

The store has the second highest sales of Army Training and Doctrine Command installations, second only to Fort Belvoir, Va.

With net income hovering at about 20 percent, the store has made substantial contributions to the Fort Knox club system and morale support fund.

High sales are partially attributed to the management of **Mike Kirchbaum** who has a dedicated workforce of 14 employees. **Gladys St. Clair** and **Loretta Ogden** assist Kirchbaum in managing the store. Also contributing to the sales are the



Mr. Kirchbaum, Manager (Right) giving instructions on merchandise to Ms. St Clair, Assistant Manager (Left) and Ms. Shepherd, Cashier (Center).

availability of over 1,000 line items which are attractively displayed throughout the store's 21,423 square feet. Good cashiers like **Camille Shepard** don't hurt either. Shepard is credited with having record sales on her register of over \$14,000 during an eight hour shift

one day last December. On that same day, Shepard and other cashiers handled close to 3,300 customers. All employees pitch in with warehouse personnel **Tracy Hughes, Johnny Glover** and **Tom Eustice** bagging merchandise in between keeping the shelves stocked.

Club re-opening features 35-foot hoagie

by PFC Linda Jach

WEST BERLIN—A near \$350,000 renovation has been completed at the Starlight Grove Club. **SSG James A. Glesman**, Club manager, said the money was spent installing a new lounge and enlarging the area around it.

"Through self-help, we fixed up the stage area and painted the interior," he explained.

A highlight of the re-opening was the cutting of a 35-foot, 3-inch sub sandwich, which contained over 400 pounds of ingredients.

BG John E. Rogers, Berlin Brigade Commander, **CSM Lester W. Conover, Jr.**, Brigade Sergeant Major and **Glesman** were the first to slice the hoagie, but not to taste it. The first bite went to members of the 4th Battalion, 6th Infantry, who had just returned from their Army Training and Evaluation Program that evening and were still clad in their field uniforms.

The sandwich was consumed in two hours.

Jach is a staff writer for the Berlin Observer.



MMM, GOOD—Pvt. 2 **Jim McNulty** tips his hat to get a bigger bite. Sp4 **Gary Schumacher** closes his eyes to get his mouth open wider, while a friend offers something to wash the food down with. No matter what the technique used, all the soldiers agreed, "It's good." (Jach)

1st-rank

Club scores bullseye with young clients

by PVT David Thompson

FORT KNOX, KY—Two years after its opening, the Fort Knox Enlisted Club is playing to consistent capacity crowds.

The club, completed in January 1979 at the cost of \$900,000, has attracted much local and even national attention.

"When the club first opened, we had all kinds of publicity from the local media. There was even a segment about us on 'The Today Program,'" said Wilburn Fitzpatrick, the club manager.

The media interest came mainly because the facility was the first new Army enlisted club to be completed in the continental United States, Fitzpatrick noted.

"This club just doesn't compare with any of the enlisted clubs of the past," he said. "Formerly, the enlisted club used to be a building nobody else wanted. A few tables, chairs, a bar and a dance floor were thrown in, and they called it an enlisted club."

However, somebody at Fort Knox decided the young soldier was the future of the Army and is entitled to the same social activities as the NCOs and officers. This club was built with the young soldier in mind."

The club features a dining facility serving fast-food items, a full-service bar, a game room that includes three pool tables and six pinball machines and a \$25,000 disco package.

The disco unit includes a 16-by-16 foot lighted, plexiglass dance floor; an array of spotlights beaming from the ceiling; and an elaborate sound system for the music.

"Much of the success of the new club would depend on the acceptance of the disco package," Fitzpatrick said two years ago when the club first opened.

"The large crowds the club now attracts on weekend nights speak for themselves," the managers said last week.

"A major problem with enlisted clubs in the past was that women became disenchanted with the atmos-



Moving to the latest disco sounds and other popular tunes, dancers shake it on the dance floor at the Fort Knox Enlisted Club.

phere of the club," noted one club official.

"The old club was just a renovated hall, so we couldn't provide the services we wanted to there," another added. "The environment in the old club was not one in which the people would behave themselves. So consequently, women stopped participating in the activities."

"Over the past two years, the

local enlisted club has been trying—and succeeding—in changing the atmosphere of the club," Fitzpatrick said.

"Installation of a closed-circuit camera system and the hiring of security people have helped," he stressed.

Thompson is a staff writer with the Fort Knox Public Affairs Office.



Pinball machines and electronic games challenge a weekend reveler at the Fort Knox Enlisted Club.

Bingo!!!

FRANKFURT, WEST GERMANY—Bingo is big business at the Frankfurt Area Club System Topper Club. And big business bingo requires big bingo prizes.

Linda Killingsworth will vouch for that. She was the winner of a two-week Caribbean cruise worth

\$5,000 and an additional \$1,000 in spending money.

Topper Club Manager **SFC Hans J. Gowin** claims U.S. Army, Europe's biggest bingo program with monthly sales of over \$50,000, one-third of the club's total revenue. Club members regularly win automobiles, motorcycles, home video units and vacations.

Move over Gloria Vanderbilt

FORT STEWART, GA—The world of high fashion came to the Fort Stewart Club recently as the Officers' Wives Club presented a dinner and fashion show.

According to the wives, "We wanted something different, we wanted to get the husbands involved; and involved they were." The men's fashions ranged from informal wear to special Saint Patrick Day items and ended with formal tuxedos being modeled at the same time the ladies were modeling lingerie.

Coordinating the evening event for the OWC, was Program Director Gerri Holtz, wife of the Installation Club Manager, **LTC Douglas J. Holtz**. One of the models was Faye Cochran, wife of Fort Stewart Commander MG James F. Cochran, III, who was among many of the husbands in the audience.



Life in the Army can be tough as demonstrated by 2d LT Jay Simpson who was "forced" to escort two ladies who were wearing the latest in lingerie. Simpson, by the way, was wearing a tuxedo.

FORT STEWART, GA—A 103-foot submarine sandwich was recently launched by the Fort Stewart Community Club as part of their monthly bosses night program, and within 12 minutes it sunk into the stomachs of 500 soldiers of the 24th Infantry Division. The troops dug into the 703-piece sub after its christening (and cutting) by MG James F. Cochran III, 24th Infantry Division Commanding General.

Installation Club Manager **LTC Doug Holtz**, creator of the mammoth sub idea, is claiming a world record for the belly buster, labelled by a local TV station as "the sandwich that fed an Army." The sub was engineered by **SSG Ralph Schrider**, production manager of Fort Stewart's Collocated Officers' and NCO Clubs. Schrider retired the following day. That facility, which is the Army's newest design in military clubs, is fast becoming known as the World Famous Gator Club.

Club officials at Frankfurt's Terrace Club claimed the previous record, a 64-foot, 4-incher.

The Stewart sub bun was baked in sections. It measured 5 inches in height and was 7 inches wide. It was

The sandwich that fed an Army

World's largest submarine sandwich launched



constructed with 100 lbs. each of turkey, ham, baloney, salami, Swiss cheese and tomatoes, with an additional 120 lbs. of lettuce, 6 gallons of dill pickles, 8 gallons of mayonnaise, 1000 olives and a giant dab of

ketchup and mustard.

It cost \$890, but Holtz said that the local press and TV coverage, member relations and sales for the evening made it worth all the money and effort.

A new face for an old friend

by Bruce Porter

Nuernberg clubs renovated to give soldiers more.

NUERNBERG, WEST GERMANY—A sense of belonging is important to most people. It makes you feel good to know that you are acceptable to other people. We like to congregate in clubs where we can meet others and rekindle old friendships.

The U.S. military man and woman have the same need to socialize that everyone else has. In order to fulfill this need the Army has built NCO/enlisted and Officer clubs almost everywhere there is a post.

It means a lot to be able to go somewhere to enjoy good entertainment, take a break from the week's activities and to talk to people who share a common background. It has been proven that socializing is a morale booster for soldiers.

Troops serving in Europe have often felt isolated by the culture and language. Until recently this isolation was compounded by a club system that had little to entice the soldier to spend time anywhere but at home or in the barracks. As a result this contributed to sagging morale and a sense of loss on the part of young men and women and the married members of the Army in Europe.

This problem was one that troubled **MAJ Richard Gates** and **MSG Zenaphir Bond**, the Officer in Charge and NCO in Charge of the Nuernberg Area Club System.

"When Sgt. Bond and I sat down to discuss our goals for 1979, we put renovation of the clubs as the number one priority on our list. One of our philosophies was to establish long-term goals. But, we had to plan something that would happen now. You can't get anyone excited about something that will take place in 1984 . . . they can't relate that to themselves. We had to get down to the job of providing some new and modern facilities right now. Self-help was a way of doing that," commented Gates.

They started by hiring three preventive maintenance people to take

care of the carpentry, plumbing and electrical needs of the project.

Each of the Sub-Communities where the club renovation projects took place also provided volunteer labor to assist the club system in this work.

"We found that a feeling of pride in their clubs developed in the Sub-Communities which assisted us. They have been taking care of the buildings much more than usual. They feel the club is truly theirs. That's important to the long term ability of the club to serve the Sub-Community," said Gates.

By using supplies from the VII Corps warehouse on W. O. Darby Kaserne and buying from three supply firms in Nuernberg, Major Gates and his helpers were able to get the job done.

Once a step in the project was completed it would be inspected by the facility engineers to make sure it came up to specifications.

One exception to this was the new Johnson Barracks club which was originally planned in 1977. It was a Facility Engineers project from beginning to end. The well-designed club opened its doors to patrons in February.

Overall, more than \$480,000 went into the renovation project. Clubs that benefited from the self-help effort were the 49er Club, the Merrell Barracks Club, the Herzo NCO/ENL Club, the Hospital Club, the O'Brien Barracks NCO Club and the Montieth NCO Club. Currently, the three man crews and volunteers are working on the Erlangen NCO Club.

A side-benefit of the remodeling work has been new furnishings and in-house public address systems for discos in each of the clubs. Over \$130,000 was spent for that purpose.

Down the road for the Nuernberg Military Community will be a new community club complex at Johnson Barracks, to be completed around 1984.

What are some of the gains that

have come out of all the hard work put in by the club system?

According to Major Gates there have been many. "Sales have increased dramatically at each of the clubs we have worked on. The local patrons have taken more pride in their new clubs. By having our own in-house discos we have saved a large amount of money. Also, the D.J.'s are well known to the patrons and get a much better response. We feel good about the results of our efforts and want to continue our work by starting renovations on some of the officers' clubs in the system."

Centag takes over Patton Club

HEIDELBERG, WEST GERMANY—The Patton Lounge, formerly part of the Heidelberg Club System, is now the home of the new "Central Army Group International Other Ranks Club."

The club is being renovated to accommodate the new members, assigned to the Central Army Group Headquarters which recently moved to Heidelberg. The club is not part of the Army club system but has a reciprocal privilege agreement with Army clubs. The new club has substantially changed from the old lounge. **SFC Rowland E. Crookham**, manager of the club said that renovation began as soon as the building was occupied by CEN-TAG. Crookham is planning to install booths, renovate the kitchen, replace the ceiling, build a game room and improve lighting.

Crookham said there are other plans designed to make the club the "best in Europe". These include varied entertainment three nights a week, occasional big name acts, specialty nights and bingo.

Crookham has been in the En-listed Club Management Career and Development Program since January 1979. Before managing the CENTAG Club, he worked in clubs at Fort Jackson, Fort Riley and Mannheim, West Germany.

Adapted from CENTAG takes over Patton Club by LaVerne Manchester, CENTAG Public Affairs Office Staff Writer.



Central banking contract awarded

TRADOC installations to begin implementation this summer.

WASHINGTON—A contract for NAF central banking services was awarded to the First National Bank of Chicago on March 16, 1981.

Under the central banking concept, cash will be deposited locally, concentrated periodically and disbursed locally by checks written against balances at the Chicago bank, according to program managers at the Club and Community Activities Management Directorate, TAGO. Program implementation is currently limited to Army installations in the United States and Puerto Rico.

The concentration plan will provide each depositor with a proportionate share of the highly competitive rate of return to be gained through investment of a large pool of cash. Since the checking balances are also central investment accounts, each individual depositor will earn interest from the day of concentration until each check or other disbursement actually clears the central bank. Additionally, this real time funds transfer and information system is designed to augment and enhance current account-

ing systems providing the detailed monthly banking and investment account statement necessary for decentralized operations while also providing managers at the departmental and major command levels with a timely and accurate overview of the flow of funds.

The First National Bank of Chicago will hold a compensating balance wherein interest earned will pay for central program costs.

The implementation schedule provides for installations beginning with TRADOC, to be brought into the program beginning in the Summer of 1981.

In a letter to Army major commanders announcing the implementation, MG James C. Pennington, The Adjutant General said that tightening economic conditions make it imperative that we manage our NAF assets more efficiently than ever before and that central banking will provide additional dollars for soldier MWR programs.

The initial impetus for this effort was provided by a 1978 General Accounting Office report to the Congressional Subcommittee on Legis-

lation and National Security of the House Committee on Government Operations. This report recommended that the Army adopt a centralized banking and accounting system similar to that of the Air Force and Navy. In response, a study was conducted which determined that the Army was foregoing an investment opportunity on Army-wide NAFI cash balances in excess of \$40 million. This study also proposed a concept whereby NAFI idle cash could be concentrated through the commercial banking system for centralized and timely investment with only minor adjustments to operating procedures at the operating level. The validity of this latter characteristic was more recently affirmed by the NAF Panel of the House Armed Services Committee in its 13 February 1980 report which concluded that "... NAF cash and investment management ... could be centralized ... without detriment or impingement on local commanders."

More information on program implementation is contained in HQDA Letter 230-81-1, dated Feb. 3, 1981.

Payroll system gets good reviews

FORT HARRISON, IN—Ninety-five percent of the central NAF Payroll System users are satisfied with the service, 92 percent of employees paid from the system had no errors in their last three paychecks and 92 percent of NAF managers are satisfied with the central system.

These are the results of a survey conducted by the Assistant Comptroller of the Army (Finance and Accounting) to gauge the effectiveness of the Central Payroll System operated at Red River Army Depot, Texas. Army accounting officials say that the survey shows employees and managers serviced by the system are "relatively satisfied" with the products and services of the system. The survey was sent to all users of the system and responses were received from 4,000 NAF employees

and managers serviced by the system.

Ten percent of employees responding to the questionnaire did not receive leave and earnings statements prior to being paid by the Central Payroll System, the officials added. The survey also revealed that cumulative retirement prior to conversion to the Central Payroll System is not reflected on leave and earnings statements. Some employees and managers suggested changing paydays, returning the payroll function to the installation, improving W-2 quality and mailing checks to home addresses. Central Payroll officials say they are examining the suggestions and that some suggested improvements have already been adopted.

Marketing pamphlet on way

WASHINGTON—DA Pamphlet 230-5-1, Marketing, the first in a series of pamphlets which will comprise the Army Club Operations Manual, was distributed to club managers in May.

Marketing was chosen as the first subject since it should always be the first consideration in any club management decision, according to **CPT Judy Casey** the Club and Community Activities Management official who developed the first chapter. The pamphlet includes information on identifying and targeting your market, developing programs to appeal to the market, and tailoring promotional materials and advertising toward a potential market.

Package stores \$2.1 million to MSFs in 1st quarter

WASHINGTON—The 71 Army installation club system-operated package beverage stores increased distribution to installation morale support funds by 107 percent or \$1.1 million in the first quarter Fiscal Year 1981 compared to the same year-earlier period.

The package stores, operated by the installation club system as separate fiscal entities open to all eligible patrons, had first quarter Fiscal Year 1981 revenue of \$33 million, up \$3.5 million or 12 percent from the year earlier period. Net income increased \$0.6 million or 12 percent to \$5.8 million, 17.6 percent of revenue.

40.6 percent of package store residual net income in the US and the Far East or 2.1 million were distributed to installation morale support fund with 59.4 percent going to support club capital expenditures and administrative support expenses.

37.2 percent of the first quarter

1981 package store earnings of \$5.24 million in the US were distributed to installation morale support activities other than clubs while 29.2 percent of the \$550,000 earnings in Korea and 62.3 percent of the \$30,000 in Japan was provided to morale support activities. Not all Army installations have package stores. Since installations with package stores are able to finance a greater share of their own morale support programs, they require less money from other Army MWR sources which, in turn, allows more money to be allocated for capital expenditures and construction of new MWR facilities.

First quarter package store revenue increased in virtually every Army major command except Eighth Army with FORSCOM and TRADOC posting the largest revenue increases. Eighth Army package store revenue decreased 30 percent in the first quarter 1981, from \$3.54 million in 1980 to \$2.48 million. Net

income decreased 24 percent from \$727,000 in the first quarter 1980 to \$552,000 in 1981. The decreases are partially attributed to tighter ration control policies that took effect at the beginning of the year as Eighth Army investigators found evidence of diversion of package store-purchased beer to the Korea black market.

The 76 package stores operated by the US Army, Europe Class VI Agency had sales of \$14.5 million in the first quarter, up \$1.2 million from 1980. First quarter net income was \$6.6 million, 45.3 percent of sales, a \$0.8 million increase over the same earlier period. Army clubs in Europe receive a share of Class VI earnings to support club administrative costs and capital expenditures. Other Class VI earnings are distributed to the USAREUR Morale Support Fund.

Club operating results

1st quarter FY81 net 8.2 percent, total sales \$44.3 million, other income \$16.9 million.

WASHINGTON—Despite a considerable downturn in club and package store sales in Eighth US Army clubs, the Army club system finished the first quarter 1981 with a 9 percent increase in revenue from the year-earlier period and a 17 percent increase in net income.

The 241 officers', NCO/enlisted and community club branches had total revenue of \$61.21 million in the first quarter Fiscal Year 1981 compared to \$56.12 million in 1980.

Sales meanwhile increased 9.6 percent or \$3.89 million to \$44.32 million.

Net income was 8.2 percent of total revenue, increasing from 7.6 percent a year earlier.

Increases in revenue and sales partially represent inflation-caused price increases.

80 percent of membership clubs were profitable in the first quarter compared to 76 percent last year.

Club net income is used to finance capital expenditures. Package beverage net income distributed to

clubs and dues are used to help finance capital improvements and pay costs of centralized support services.

Club system-operated package beverage stores provided \$2.13 million to installation morale support funds in the first quarter compared to \$1.03 in the same 1980 period.

FORSCOM clubs posted the strongest gains in sales, revenue and net income with moderate increases occurring in DARCOM and USAREUR clubs. Eighth US Army clubs experienced a near 19 percent decrease in revenue from \$6.86 million in the first quarter FY1980 to \$5.58 million in 1981.

Eighth Army NCO/enlisted club revenue decreased over \$1 million while officers' club revenue decreased \$217,000. However, net income in that command rose for both officers' and NCO/enlisted club branches. Eighth Army community clubs experienced moderate gains in sales, revenue and net income.

Detailed information on first quarter results has been distributed

to Army major command and installation club managers in the first quarter report issued by the Club and Community Activities Management Directorate, TAGO.

Army-wide, clubs' investment income was 46.3 percent of net income or \$2.3 million in the first quarter FY81.

Cost of goods for Army clubs was 39 percent of sales in the first quarter while labor costs were 37 percent of revenue. Officers' club cost of goods was 42.8 percent, NCO/enlisted 36.1 percent, and community club 42.3 percent.

Total support expenses were \$11 million or 18 percent of revenue compared to \$10.1 million or 18 percent in the first quarter 1980.

Karlsruhe club fire

KARLSRUHE, WEST GERMANY—A fire damaged the Officers' and Civilians' Club here causing an estimated \$100,000 damage. No one was reported injured and the origin of the fire is unknown.

Several sources of income used to finance soldier morale support programs

Appropriated funds, PX and package store earnings and locally generated income supports morale support programs.

WASHINGTON—Army morale support facilities and programs are financed from several sources, including appropriated funds, PX and package store earnings, and income generated by these programs, such as recreation centers, gymnasiums, bowling centers, youth activities, craft shops, clubs and outdoor sports.

Much of the money for soldier morale support programs comes from the Congress through funds appropriated to the Department of the Army, according to program managers at The Adjutant General's Office. Department of the Army then passes these funds to various installations. However, Army managers say that in recent years, there has been a trend toward more non-appropriated fund dollars picking up the morale support tab. These nonappropriated funds are derived from fees and charges to soldiers and families for using facilities, earnings from PX operations and from package beverage stores.

The officials emphasized that morale support activities are not profit-making, since the money they make is given back to the soldier, usually in the form of improved facilities and reasonable charges for their use.

In Fiscal Year 1980, about \$175 million in nonappropriated funds was spent on troop recreational facilities and programs, such as recreation centers, libraries, arts and crafts, sports and athletic facilities, outdoor recreation, child care, unit-level dayrooms, golf and bowling centers.

During that same year, about \$55.6 million in PX earnings was provided to the Army Morale Support Fund, or about 30 percent of the nonappropriated funds used to finance soldier morale support programs. The other 70 percent, or about \$124 million, came from gross margins on sales and fees for use of these activities, and package store earnings.

While saving from 18 to 22 percent by shopping at the PX, soldiers and their families also contribute 2.6 cents from every dollar to soldier morale support programs. Some PX earnings are kept by the Exchanges to pay for improving and building PX's. \$55.6 million were given back to the Army to build recreational facilities like racquetball courts, craft shops and to help pay for outdoor sports, family and youth activities and other morale programs (this averaged about \$75.00 for each soldier). No exchange earnings are used to support officer and NCO/enlisted clubs.

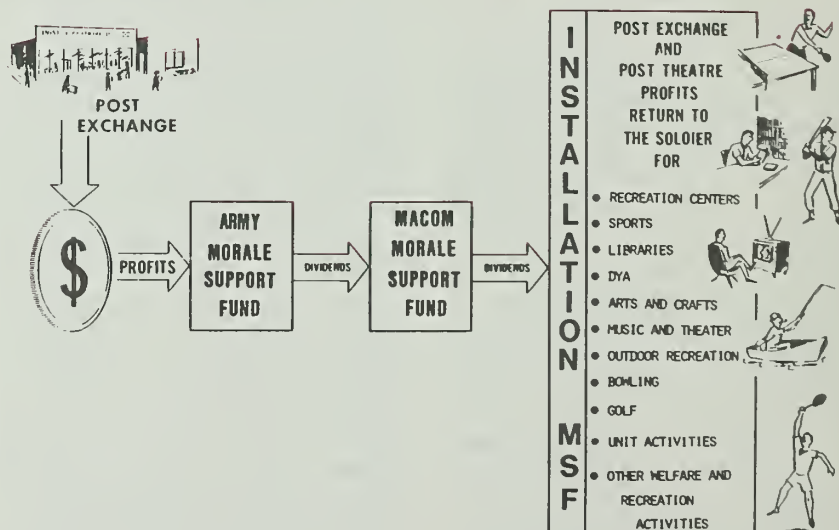
The Army and Air Force Exchange Board of Directors meets regularly and decides how much of the PX earnings will go to each service. That figure is based on the number of people on duty. Major commands and installations determine how much money they need for their programs and submit their requests to Department of the

Army. The funds, including those received from the PX, are then channeled to those installations.

Another source of morale support funds is the income from the operation of package beverage stores. In FY 1980, about 22.3 cents of each dollar spent at these stores (or about \$38 million) was used to support MWR programs, with about \$15.5 million being provided to the morale support programs. In the past, the Army used most of this income to support officers' and NCO clubs but commanders at installations that have package stores are providing an increasing share of the store earnings to morale support activities.

Slot machines will be introduced into some officers' and NCO clubs overseas beginning in April and May of 1981. Program managers say that earnings from these machines will be used to fund MWR facility improvements, providing yet another source of income.

The flow of Army nonappropriated morale support funds



Dollar climb has two-edged effect on clubs

USAREUR soldier spending power increases on local economy.

FRANKFURT, WEST GERMANY—The U.S. dollar has risen about 25 percent against the German mark since midsummer 1980 and continues to climb, stumping experts and layman alike as to the reasons for the greenback's recovery.

The recovery has a two-sided effect on Army clubs in US Army, Europe. As the dollar lost value against the mark in 1978 and 1979, clubs sales, revenue and net income increased markedly as soldiers found the club an economical alternative to the increasing prices on the German economy as a result of their reduced buying power. But as the dollar increases in value against the mark, the soldiers' spending power on the Germany economy increases.

On the other hand, the prices that clubs have to pay for German products and wages paid to local national employees decrease with the increase in the dollar's value, allowing the club to offer services to soldiers

at lower prices.

Spending power of the USAREUR soldier is not only influenced by the fluctuating currency values. Each soldier receives a cost of living allowance that is tied to the value of the dollar. As the dollar increases in value, the cost of living allowance to the soldier decreases.

The Stars and Stripes reported that financial experts are "cautiously" forecasting continued strength for the dollar through 1981. The Stars and Stripes quoted an American banker in Frankfurt as predicting the dollar to remain at the 2-mark plus rate in the Fall of 1981.

A number of variables enter into the dollar/mark relationship equation. These include the balance of payments, the German perception of the strength of the American economy, third country currency developments and the state of the German economy.

The Stars and Stripes reported that the dollar also gained strength

against the Dutch guilder, and the Swiss and French franc. At press time the dollar was worth about 2.2 marks compared to as low as 1.69 in early January 1980.

Many club and PX retail concessionaires are rolling back prices because of the dollar's sustained strong performance against the D-mark. Prices have dropped about 15 percent, according to COL William L. Mazcyk, director of the Services Division for AAFES-Europe. Many retail concessionaires are paid in marks and will be applying the price decreases to their goods.

The price for a gallon of milk has dropped about 10 cents in AAFES outlets while soft drinks have shown a near eight percent decrease. Some German beers have decreased in price \$.60 per case.

First quarter 1981 sales for Army clubs in USAREUR were \$16.2 million compared to \$15.1 million a year earlier.

Crest helps prevent calamities

NUERNBERG, WEST GERMANY—The lights are low and the club is packed. How can you find a master-at-arms or a night manager? The Nuernberg Club System has one solution. Duty personnel wear a clip-on identification crest that allows for easy identification. The cost—about \$1.25, according to Nuernberg managers.





Administration

Presses roll in business

HANAU, WEST GERMANY—The Hanau Club System, one of the largest in US Army, Europe, prints over 1,000 different fliers annually to keep Hanau soldiers up-to-date on a widely varied slate of club system events, which range from Oktoberfest to Mongolian barbecues, held regularly at the 15 Hanau clubs.

With that kind of business, management decided to buy its own printing press. **CW2 Thomas Kiefer** of the Hanau System, says that the Hanau Presses, which turn out club calendars, tickets to big entertainment shows, club system forms and financial statements, have saved nearly \$12,000 since last February.



Above, LTC Vincent Land (right), Hanau Area Club Manager watches as assistants Kiefer and Lillian Harrington set up another flier.

Word processor aids contracting and accountability

HANAU, WEST GERMANY—**Karin Martinez**, Secretary at the Hanau Club System works entering all club system fixed assets on a word processor. The machine allows the club system to change hand receipts without retyping the entire receipts. Administrative expert **Henry Steiner** says that the machine has reduced entertainment contracting costs by 20 percent and plans are to enter accounts receivable onto the machine.



Club system employee enters fixed assets into machine.

ERO info to clubs

ROEDELHEIM, WEST GERMANY—A number of useful publications, bulletins and letters pertaining to club operations in U.S. Army, Europe were distributed to club and other morale, welfare and recreation activity managers via letters, January 29 and March 12, 1981.

These ERO CCAMD letters contained: information on publicizing club activities; Class VI Agency Special Price Bulletins 3, 5, and 6;

changes to the AAFES club supply catalog and information on using contracts from the U.S. Air Force, Europe Contracting Center.

Managers who did not receive this information should contact Jim Tartari, European Regional Office, Club and Community Activities Management Directorate, The Adjutant General's Office, APO 09090. Roedelheim Military (2034) 631/706.

WORMS, WEST GERMANY—The club team here, led by 1LT **Troy E. Gilleland**, has taken a number of actions to improve services to Army officers in the Worms Military Community.

The club program has added champagne brunch, shiskabob, prime rib, "super burgers," and a la carte nights. Club manager 2LT **Pauletta Johnson** and Gilleland have also started a member and employee of the month program to boost club participation.



Training

Dickson to be inducted in IMCEA Hall of Fame

CHICAGO—COL Lee C. Dickson, Director of Club and Community Activities Management, The Adjutant General's Office, will be inducted into the International Military Club Executives Association Hall of Fame during ceremonies at the IMCEA Annual Training Conference here May 14-17.

Dickson has served in his current position since 1975 and has worked in Army nonappropriated funds since 1972.

Richard Storey, IMCEA Executive Director, said that Dickson had the unanimous approval of the IMCEA Board of Directors for his "outstanding contributions to the advancement and overall growth of military club management."

Dickson will be the sixth person to be inducted into the IMCEA Hall of Fame. Other members include: the late James A. Carroll, Jr. (Army), 1976; Ted White (Navy), 1977; John Bilon (Army), 1978; Don Booth (Navy), 1979; and Gene Buckingham (Air Force), 1980.

The award will be presented at the

IMCEA meeting and NRA Show coincide.



IMCEA Annual Training Conference which coincides with the National Restaurant Association Show in Chicago.

The theme for the IMCEA Conference is "Exciting 80's: The Great Issues." Speakers will include MG R. Dean Tice, Deputy Assistant Secretary of Defense, Military Personnel Policy; Professor Don Smith, Director of Hotel, Restaurant and Institutional Management, Michigan State University; **COL Paul E. Wise**, Chief, Operations Support Division, CCAMD, TAGO; Thad Eure, Creative Dining Food Systems; Joe Lee, General Mills, Inc.;



Michael J. Grisanti, The Cosa Grisanti, Inc.; and Professor Leonard Berkowitz and Doctor Anthony Marshall, Florida International University.

The IMCEA session will also have a "Meet the Chiefs" panel, an awards banquet, luncheons, and an opening reception.

Registration fee is \$225.00 for IMCEA members, \$255.00 for non-members, with an added \$25.00 if registration occurs after April 27. Further information may be obtained from the IMCEA, 455-B Carlisle Drive, Herndon, Va. 22070. (703)-427-0010.

Satellite preparation station



WASHINGTON—A satellite preparation station won the idea fair at the Club Managers Association of America meeting held in Honolulu recently.

The station is simply a mass-produced kitchen cart with drop leaves, storage bins, shelves, drawers, a collapsible overhead rack and shelf, electrical outlets, a mixer, a blender and a processor.

The station was the brainchild of Robert H. McDougall, Manager of Fox Acres Country Club in Colorado, who said he needed a piece of equipment that was "fully portable, self-contained, easily converted to perform several functions yet took up little floor space." McDougall designed it himself since there wasn't a similar product on the market. The cost—\$2,500.

United Nations

FORT CARSON, CO—The speakers were informative with presentations on entertainment, food operations, dues and inflation, beef prices, menu planning, and stress.

But the main event or events were the outstanding display of food and entertainment presented by the Fort Carson Club System, hosts of an IMCEA Management Training Conference from Jan. 12-14.

"The food was an education in itself," remarked one experienced Air Force club manager attending the IMCEA Rocky Mountain Chapter-sponsored event. "I didn't know that one club system could lay on such a spread of so many different items in such a short period of time."

He was referring to elaborate

First-class Carson hospitality at IMCEA session

food presentations by the club system on just about every ethnic theme including Hawaiian, German, country and western, Mexican, and Italian.

Carson managers began preparing months ahead of time for the events which catered to a very choosy audience—other club managers.

Installation club manager Tom Walker, himself a past president of the IMCEA, said that the food program variety was a good training experience for his employees and allowed the managers an opportunity to get first-hand knowledge of how to run a variety of theme events for members back at their own clubs.

Many of the managers remarked that they would like to have further

meetings in clubs if at all possible as a result of the successful event at Fort Carson.

Walker commended his managers and employees for going all out in making the workshop successful. Efforts of the employees were reflected in the faces of all of the conference attendees who came away a little smarter (and fatter).

Events alternated between the Officers' and NCO clubs with most of the training sessions held in the Fort Carson NCO club.

Walker said that spouses were encouraged to come to the sessions to allow them to get a taste of what club management is all about. For a nominal \$15, spouses could participate in all the educational and social sessions.



Club employee Liz Moleen tries the mechanical bull at the Country and Western Night held at the Fort Carson Officers' club.



Dancers and musicians from a local Hawaiian club provided the entertainment in the Officers' Club to complement the food at the Polynesian Night held for attendees of the IMCEA training session.

Club intern

FORT CARSON, CO—Matt Savage is a club management intern currently working at the Fort Carson Club System. Savage is a graduate of Florida State University and has had on-the-job experience at the Orlando, Fla. Hyatt. He is participating in the Army Club Management Intern Program that is designed to bring highly qualified hospitality school graduates into Army club management positions. Tom Walker, Carson Installation Club Manager and Savage's boss for the program said that he is very impressed with Savage's expertise and positive attitude. Savage is shown here at an International Military Club Executives Association Meeting held at Fort Carson recently.



1981 club training schedule

WASHINGTON—Listed below are the training schedules for various club management-related courses and workshops:

Club Management Course—Nine Weeks, Fort Benjamin Harrison, Ind.

Europe	March 15—May 15
502-81	May 24—July 24
4-81	July 26—Sep 25
503-81	Sep 27—Dec 3

Executive Club Management Course—Florida International University—four weeks

1-81	Jun 1—26
2-81	Jul 27—Aug 21

Armed Forces Culinary Course—Patuxent River Naval Air Station—two weeks

81-6	(Korea) Apr 27—May 8
81-7	Jun 15—16
81-8	(Europe) Jul 20—31
81-9	(Europe) Aug 3—17
81-10	Sep 14—25

Workshops

IMCEA/NRA	May 14—20	Korea	Jul 13—16
European	May 26—29	Regional	
Regional		Office	
Office			
MAGIC			

Food tapes available

WASHINGTON—Copies of the Food Management tapes are now available to Army clubs on 3/4" TV tapes, through Training Aids Management Agency, ATTS-TAD-DF, Tobyhanna Army Depot, PA 18466.

Requests for the tapes should be made through the installation training officer or designated training office.

All of any of the above are available at no charge and are of particular value in the training of club personnel employed as food production or service workers. Tapes may be copied to 16-mm film at the expense of the installation procuring them.

CCAMD Food Management Series:

- TVT 20-206 *Marketing, Menu Item Development & Merchandising*
- TVT 20-207 *Product Development & Specifications*
- TVT 20-208 *Food Purchasing*
- TVT 20-209 *Receiving, Storing & Issuing*
- TVT 20-210 *Food Production*
- TVT 20-211 *Food Controls*
- TVT 20-212 *Service & Sales Accountability*

Lee O' club hosts culinary competition

FORT LEE, VA—Cooks throughout the Army gathered at the Fort Lee Officers' Club on March 5 and 6 to demonstrate their culinary talent.

The competition was intended to enhance the overall quality of Army food service to the soldier, to pro-

vide recognition for excellence in culinary skills, and to provide added incentive to competitive programs of major Army commands in food service.

There were 14 categories including a live cooking event, box meals, and complete meals served cold.

AFCC graduates

PATUXENT RIVER NAVAL AIR STATION, MD—Congratulations to the following Army club people for graduating from the Armed Forces Culinary Course 81-3 and 4: **Christel G. Watxon**, Fort Riley, Kansas; **CPT Walter F. Zaremski**, Fort Polk, La.; **Purnell Futrell**, **Sheila Davis** and **Winston Jones**, Fort Monroe, Va.; **MSG Frank W. Snow**, Fort McPherson, Ga.; **SSG Thomas Browne**, Tobyhanna Army Depot, Pa.; **Sylvia Hunter**, Fort Gordon; **Emma C. Dent**, Arlington Hall Station, Va.; **CPT John J. Jefferis**, CCAMD Korea Regional Office; **SFC Oscar Berven**, Fort Indiantown Gap, Pa.; and **Mardine Heard**, Fort Sill, Okla.

NCO/enlisted

fashion show

FORT LEAVENWORTH, KA—The Fort Leavenworth NCO/enlisted club hosted a spring and summer fashion show recently. 100 guests watched the show put on by the NCO/enlisted wives.

Here's mud in your eye

FORT ORD, CA—The Fort Ord NCO Club took in \$4,000 during a recent mud-filled evening, as female mud wrestlers tried to pin each other in the Club's lounge.

Deputy Installation Club Manager **Bob Brown** reports that "crowd goes crazy" over the wrestlers, especially when they invite customers into the ring for a bout. He cites the case of one 230-lb. Marine who was pinned "in total embarrassment" as he wrestled handicapped with boxing gloves and chained ankles.

This year, cooks from overseas installations took part in the competition for the first time.

Entries were judged on originality, presentation, skill of execution, difficulty, aesthetic appeal, and taste.

U.S. Region session features planning for the 80's

Marketing, Mexican and more offered 200 Army club managers.

WASHINGTON—"Planning for the 80's" was the theme when more than 200 club managers gathered recently for the annual U.S. Army Club Management Workshop.

During the workshop, presentations were offered on market research, discounting and couponing in the 1980s, eating share trends, and menu engineering. In addition, teams worked out strategies for the 80s and discussed operations, oversight, policy and personnel.

The workshop was organized by **Col. Paul E. Wise** and **Bill Bartelt** of the Club and Community Activities Management Directorate, TAGO to provide continuing education for managers assigned to clubs in the United States.

Representatives from the Air Force, Navy, Coast Guard and Marine Corps were among the managers who represented more than 60 installations. Similar workshops are offered in both Korea and Germany and are a part of the continuing education program for club managers. This program augments training received at the Club Management Course at Fort Benjamin Harrison, Ind., and the Executive Club Management Course at Fort Lauderdale, Fla.

The conference featured a great menu contest. Winners were: the Fort Myers Officers' Club, banquet and party menu; Fort Carson, Colo., outstanding NCO club menu and Fort Polk, La., most original Officers' club menu.

Conferees divided up into sessions to discuss problems facing Army clubs in the 1980s. They then presented their findings to the entire assemblage.

Managers felt that there were many differences between Army clubs and clubs in the private sector. These included little control of accounting costs and hiring and firing employees, more oversight of Army clubs, less defined market segments at military installations, less advertising flexibility, a lack of perception by members and guests in ownership of clubs, and a wide difference between income objectives

for Army clubs compared to those in the private sector.

60 percent agreed that a stove pipe organizational structure would improve club consistency and uniformity and upgrade the responsiveness of management while 40 percent liked the present Army club system organizational structure. They felt that oversight agencies such as the Inspector General and the Army Audit Agency should be more familiar with club management problems and that club assignment be more stabilized.

Many managers felt that CAO performance could be improved by setting up regional central accounting offices with computer terminals at each installation, programing requirements for clubs, changing the payroll so that the calendar month predominates and reducing the cost of accounting. They further suggested that CAO personnel be improved, that there be standard CAO job descriptions and pay grades and that accounting input forms be further standardized.

Some managers suggested ways of publicizing clubs: marquees and posters, word of mouth, post radio or TV, public affairs media, welcome package and staff meetings with military and community leaders.

In the policy area, managers said they would like to see permission to have wine tastings in package stores,

less frequent inventories of package stores, increase in the installation club manager dollar limit for purchasing, more happy hours, availability of a petty cash fund where no administrative support branch is available, permission to show movies in clubs, and more flexibility in club budgeting.

Managers asked for more flexibility in hiring and firing employees, and more leverage in controlling operating hours to meet soldiers leisure time needs.

Other managers reported to the conference that there were five prime marketing opportunities for Army clubs: fast food operations including drive throughs; low cost, quick service dining rooms; more emphasis on making clubs a "fun" place; entertainment improvements; and maintaining and advertising lower prices than competitors.

Attendees analysing the relationship with staff elements at the installation suggested that other managers increase communications with the staff and work to gain support, trust and confidence by maintaining credibility and good performance.

Each workshop attendee was provided with marketing information for their club including actual vs. potential membership figures for their clubs, food sales at all installation outlets and the club's share of the market and other statistical data to allow managers to gauge their performance.



LTC John Asiello (left), Military District of Washington, Installation Club Manager, receives an award for outstanding menu at the workshop awards banquet from COL Lee C. Dickson, Army Director of Club and Community Activities Management.

The Mexican Extravaganza

The highlight of the Workshop was a Mexican Extravaganza. CCAMD converted the ballroom of the Fort Myer Officers' Club into an authentic Mexican Plaza.

The Plaza, manned by CCAMD employees, featured a customs office, a check-point where "undesirables are filtered out, a souvenir stand, Mariachi band, a Marguerita fountain, and various cantinas. Managers feasted on Mexican food and the recipes were included in the workshop book for them to try at their own club. All Mexican souvenirs were bought from central NAF contracts. A meat market offered valuable information about NAF meat, fish and poultry contracts available from the Directorate, along with information on costs per unit and per portion.

The world's largest burrito was presented and served to the managers while they watched fighting cocks (players in costume), menu displays, and a bullfight. A fortune teller was on hand to provide managers with mystical insight into past financial data about their club while unruly managers were committed to the Jailhouse.

The macho urban cowboys and skilled cowgirls competed on the mechanical "toro".

About Mexican food

Synonymous with fiestas, gaiety, and color, Mexican food evokes images of happy diners being serenaded by strumming mariachi bands under a canopy of stars and purple bougainvillea.

Foods of Mexico are festive, colorful, healthful, and easy-to-make, and they certainly provide an attractive theme for entertaining! Contrary to popular belief, Mexican food doesn't need to be hot. Seasonings can be delicate or bold at the Chef's discretion. Our recipes give ample leeway in determining seasoning level. As a matter of fact, most are on the mild side, making them totally in tune with American preferences.

Mexican dishes were not devised by chefs with delicate palates. Originally, many dishes were improvised by natives who had simple cooking facilities and no refrigeration, and who needed to use food on-hand—corn, beans, rice, and chiles. Now, however, refined by practice and modern conveniences, Mexican dishes have taken on flair without losing their identifying features—tortillas, chiles or tomato sauce, rice, corn, and beans in one form or another.

Mexican food is one of the fastest growing businesses in the country. The low cost-of-goods, as well as the ability to freeze and hold products until needed, make this type of food extremely profitable. The limited ingredients required for most recipes makes the training of cooks and food preparation simple. We have prepared a few foods for you to sample from the many delicious and exciting Mexican recipes available. Consider adding Mexican food to your menu to enhance customer satisfaction and increase sales.



The world's largest Burrito is served at the Mexican extravaganza by Directorate assistance experts: MAJ (P) Lew Turner, Robert Urdal, MSG Melvin Wilson, and Fran K. Kann.



Robert Moneta, Club Management assistance expert was the bullfighter.



Jane Urbanic of the Tracey Locke Advertising Agency told managers that market research is 10 percent training and 90 percent common sense. She suggested that managers determine what data can be used before a market survey is developed. "Invite the public affairs officer to the session in which you develop your survey and consider psychographics (life style and preferences) along with demographics (age, distance, family size, etc.)." Urbanic said that the survey should have hidden questions that aim at finding out how people live and what their social habits are. She said that some of the best market research can be done by watching customers and the staff.



Walter Conti, Vice President of the National Restaurant Association told attendees that the foodservice industry needs to be recognized for its performance. He pointed to an increase in the NRA budget for legislative lobbying citing 25 percent of all food purchased is used in the food service industry.



Tom Haas of Chase Econometrics provided an Economic Overview of the 80s and developed a scenario for the foodservice industry in the 1980s, including a continual decline in disposable income due to inflation, extended consumer credit, energy costs up and steadily increasing costs for beef, cattle, pork, poultry, wheat and rice. Haas said that it is possible that the new administration will bring inflation under 10 percent by 1983 and that proposed tax cuts could boost disposable income.



Jeff Goodman, Regional Advertising Manager for Marriott told the Workshop that good advertising carries a dominant element and to get the story in the headline since four out of five readers don't get past the headline. "Try to upgrade the image of the club through advertising." Goodman also suggested that managers use clip art that is widely available in their advertising programs.



George D. Rice of GDR Enterprises reported on Eating Share Trends and described the 1980s as an era of "Marketing Mentality", during which the industry will have to battle for a share of the foodservice dollar and competition will be the byword. Rice said that extension of meal hours, promotions, couponing and discounting will be important factors of growth in the 80s.

Professor Don Smith of Michigan State University told attendees of the A.I.D.A. marketing principle: A—Get their attention; I—Create Interest in the product or service; D—Elicit desire by the consumer; A—ask for the order. Smith also spoke of the “Me-Attitudes”:

- Greet me at the door like you want me in your place.
- Show me quality from beginning to end.
- Make me physically comfortable as quickly as possible.
- When I’m seated, give me your prompt and undivided attention.
- When I’m hungry, feed me.
- Don’t just show me products you have to sell, give me a perception of their value to me.
- Don’t rush me, but keep the gaps between courses short.
- If you can touch my plate (hot or cold), it’s not hot (or cold) enough.
- Above all, don’t deprive me of the opportunity to spend more; show and tell me what you have to offer.
- Don’t forget to thank me for coming; I’m only human.
- The easiest way to get me back again is to listen to me and what I tell you I want the first time.

Smith also suggested that managers offer quality, not quantity and make customers physically comfortable. “People want isolation in public—they like to sit in a private booth and watch cooking. They are saying—don’t deprive me of the opportunity to spend more. Marketing begins with you—the manager,” he said. “Feed the ego as well as the appetite. Copy ideas from other places and examine their menus to see what you are not providing.”



He offered other suggestions: “Stuff napkins in wine glasses—don’t fold them; serve bread hot; have the salad bar exceed expectations; give customers an unexpected extra; let employees know you need them; consider an omelette station; oriental food is highly profitable; and remember there are two kinds of “no”: a positive “no” in which the employee should drop the subject; and a qualified “no” which the employee should pursue—train the employee to tell the difference.”

He said there are four types of employees: the unconscious incompetent, the conscious incompetent, the conscious competent, and the unconscious competent.

Dick Diemer, Director of Marketing Management for Hardee’s Food Systems spoke on couponing in the 1980s. He said that value added is better than discounting because consumers can get used to discounted items and associate the place of business with discounts, hurting image. “There is a difference between real and perceived value, and the objective of management should be to create value in the mind of the customer.”

Diemer noted that higher income groups are using more coupons and said that there was a 600 percent increase in coupon use from 1970 to 1980. He told managers to promote high volume items and cautioned them not to use coupons unless they can handle the business. “Marketing gets people in one time—the rest is up to you.” Management should also have some way of evaluating marketing results against objectives set at the beginning of the marketing effort, according to Diemer.



Procurement

Central NAF contracts easy to use

WASHINGTON—A 41-page booklet updating the lists of Army and Air Force centralized NAF contracts and agreements was distributed to club and other community activity managers on March 2, 1981.

The easy-to-use, low price contracts allow managers increased obligation authority above the \$2,500 stateside and \$5,000 overseas ceilings.

Army contracts must be used when buying brand name items covered by the contracts unless the manager can buy the item at less cost from a different source. Use of Air Force contracts and agreements is optional, but encouraged.

Most central contracts are placed directly with manufacturers, thus eliminating middlemen.

MWR managers and NAF con-

tracting officers may order against the centralized contracts by issuing DA Form 4067-R, and referencing the basic contract in block. No general provisions or separate legal review is required.

Neither Army or Air Force central contracting offices maintain stocks of catalogs and price lists. NAFI custodians and contracting officers may obtain catalogs and price lists directly from the suppliers.

Further information and copies of the central contract lists may be obtained by writing HQDA (DAAG-CM), Washington, DC 20310, AUTOVON 221-0757 or (202) 325-0757. Club and Community Activities Management Directorate overseas regional offices also have information on using central contracts.

Cigarette prices

DALLAS—Prices for cigarettes in the United States have increased another 15 cents per carton, the third price increase in a year, according to the Army and Air Force Exchange Service.

Regular and king size prices went up to \$4.80 per carton and 100mm and 120mm increased to \$4.90 per carton.

Overseas cigarettes increased 34 cents per carton. Regular and king size are \$4.05 per carton and 100mm and 120mm priced at \$4.15.

USAREUR procurement policy changes

HEIDELBERG, WEST GERMANY—Several revisions are being added to the USAREUR Supplement to AR 230-1, Procurement and Contracting by and for Nonappropriated Fund Instrumentalities. The regulation changes affect monetary limits for mandatory legal review and community commander approval, nonpersonal service type agreements, and sales by NAF activities to other NAF activities.

Prices reflect commissary cost

FORT LEE, VA—There is no middleman mark-up in Army commissaries, however, there is a four percent surcharge on goods bought in the commissary, according to DA logistics officials.

A large part of the \$51 million in Fiscal Year 1980 surcharges collected by commissaries went toward remodeling commissaries and building new ones, the officials said. In addition to paying telephone and electricity bills, each commissary has to buy paper bags, shopping carts, cash registers, display cases and other essentials—not to mention maintenance. Commissary officials say that the surcharge has remained at four percent since 1976.

Besides the surcharge, shoppers pay no more for goods purchased than the commissary pays for them. Commissary items are sold at cost, except produce requiring special trimming, and meat that must be specially cut and trimmed. The commissary manager must add a trim factor to recover the cost of the trimmings.

Some customers believe that com-

missary prices increase near payday and decrease later in the month. Officials explained that price increases occur at the beginning of the month because vendors quote their prices to the commissary at the beginning of the month. Also, many shipments are received around payday, because business is heaviest then. In some commissaries, any of these shipments could cause a price change because commissaries price from the invoice from these shipments. When prices change, merchandise on the shelves are marked at the new price as soon as the change occurs.

AAFES ice cream 50% less

ROEDELHEIM, WEST GERMANY—AAFES ice cream prices are as much as 50 percent less than commercial products and managers should consider buying at least basic flavors from the Exchange Service whenever possible.

AAFES recently announced a two-tier pricing structure for ice cream with basic flavors (vanilla, chocolate and strawberry) priced less than other flavors. Officials at the Club and Community Activities Management Directorate, European Regional Office recommend that managers purchase at least the basic flavors from AAFES.

Pool brief

WASHINGTON—A training brief, Successful Swimming Pool Promotion, is available to club managers from the Club and Community Activities Management Directorate, TAGO. The brief includes information on aquatic programs, conducting pool parties, poolside promotions, conducting swim meets, as well as several cost saving and revenue producing ideas. Copies are available from any CCAMD regional office.



Construction

MWR facility improvements urged

Difficulty with unrealistic budgets, insufficient planning, poor project definition, and changes in project scope after approval.

WASHINGTON—The Adjutant General's Office is taking action to get morale, welfare and recreation projects underway to alleviate a backlog in the construction of soldier MWR facilities.

Some commands and installations have been experiencing difficulty in getting their MWR facility improvements underway, according to MWR officials at The Adjutant General's Office.

This difficulty occurs because of the preparation of unrealistic budgets, insufficient prior planning, poor project definition, and changes in project scope after budget approval. Lack of coordination with engineers to obtain equal priority with appropriated fund projects and understated original cost estimates also inhibit MWR facility improvement progress, the officials said.

Construction problems are particularly acute in the morale support fund area where, while 53 NAF major construction projects were approved between Fiscal Year

1977 and 1980, only 16 have been completed. Officials point to 20 percent annual construction cost increases as underscoring the need for getting the project underway and maximizing the use of soldier MWR dollars.

DA has strengthened guidance for MWR construction by publishing instructions requiring that documentation supporting projects show how the scope was determined for the project. Such documentation (DD Form 1391) must include both the DOD planning criteria allowance as well as actual needs determination to assure that the facility has been sized according to need. Backup data showing the collection of information for the justification and demonstration of need may be required, including realistic and supportable market research and analyses to determine the needs of the military population. Major commands and agencies will be required to validate the need for the projects, through realistic and supportive data.

A number of other efforts by Department of the Army to improve execution of MWR capital expenditures outlined in a Army Host report of the Army's Morale, Welfare and Recreation Review Committee Meeting on Page 1.

To assist commanders in getting projects underway, the Club and Community Activities Management Directorate has a design service available. The Directorate's Facilities Branch also provides for one-stop design and construction of new club facilities. It coordinates with the Army Corps of Engineers and assists in determining government-furnished or contractor-furnished materials. The Facilities Branch specializes in handling the construction of new club facilities which have complex food and beverage service operations and do not lend themselves to standard definitive designs.

Major commands and installations have also developed their own program initiatives to expedite project development and execution through standard design concepts, quarterly management/engineer reviews, milestone construction schedules, specific identification of backlogged NAF facilities requirements and better coordination of all staff elements during all stages of project development and execution.

Foxhole club opens at Ord



The Fort Ord Foxhole Club.

FORT ORD, CA—For years, the nearly 10,000 junior enlisted soldiers here did not have a decent club. But now, with some renovation and command support for the club system, a former recreation center is the new home for the Foxhole Enlisted Club.

The building was totally renovated, according to **James R. Brown**, Deputy Installation Club Manager. Two bars were built in-house by club maintenance people for the club's Fatigue Bar and Couples Lounge. The club also features a ballroom, game room, TV room and attractive outside landscaping.

Brown credits support from the Fort Ord commander and staff with allowing the club to move into the building. "We have signed up nearly 3,000 new members already," reports Brown. Dues at the club are \$5.00 for the length of tour of duty at Fort Ord.

Wildfleck

GRAFENWOEHER, WEST GERMANY—A club to offer something for everyone reopened here with a new lounge, staff, wall paneling, lighting, game room and disco.

The \$100,000 enlisted club improvement was praised by Wildfleck Sergeant Major Everett Wetting. "The enlisted soldiers now have a place of their own. It's hard to relax and enjoy yourself when your boss is standing just a short distance away. Now the enlisted people have their own club back again. It's going to be a real morale booster."

SSG Esteban Perez, the Club's Manager, plans to alternate country and western with disco music—with occasional Latin sounds. **MAJ William E. Henderson**, 7th Army Training Center Area Club Manager, attended the opening ceremony along with Command Sergeant Major John M. Stephens.

Wildfleck Community Soldier of the Quarter SP4 Daniel J. Murdough cut the ribbon for the newest addition to the 7th Army Area Club System.



KRO designer

Jean M. Higgins works at her drawing board on a club design. Higgins is employed by the Korea Regional Office, Club and Community Activities Management Directorate as a designer to assist in renovating Army clubs and community activities in the Far East. Higgins has extensive experience in designing hospitality-related facilities including work on restaurant kitchens, and free lance layout and interior design work.

Getting curried away

FORT MONROE, VA—The members' boat came in recently when the Fort Monroe Officers' Club offered them a combination Mardi Gras and Shrimp Feast. Besides Oysters, Seafood Newburg and Perch, the club offered members baked macaroni

with shrimp, macaroni salad with shrimp, Shrimp Tempura, Shrimp Wontons, Shrimp Chop Suey, Shrimp Creole, Shrimp Shish Kebob and Shrimp Curry. Live entertainment eased the digestion.

New Redstone Enlisted Club

REDSTONE ARSENAL, AL—After a \$200,000 renovation, a new enlisted club has opened here.

The new club features a lounge and a dining room. No dues will be charged at the club, according to Redstone club officials, with the presentation of an I.D. card the only requirement for admission. It will be open to E-1's—E-4's.

Installation Club Manager Sherman Ayers said that the club will provide a full line of short orders and lunch specials. The new club will have 12-15 employees, an in-

crease of almost 50 percent over the previous enlisted club annex.

"This is going to be a full service operation and it represents a distinct improvement over what has been previously available here," Ayers said.

A name the club contest was held with winners receiving a \$25 check and certificates for two steak dinners and a bottle of wine for suggesting the name. The winning name: *The Redstone Arsenal Enlisted Club*.

Bremerhaven club temporarily relocates

BREMERHAVEN, WEST GERMANY—A dining facility is serving as the temporary home of the Northern Lights NCO/Enlisted Club for six to seven months as the original club remodels the kitchen, lounge and dining room.

Management expects the renovation to have a positive affect on service while taking some of the starkness out of the building.

Meanwhile, "it's business as usual," according to **CPT Jerry Haag**, Area Club Manager. The club's temporary home, under the leadership of **MSG Morris L. Hester**, NCO Branch Manager, will have a full menu and offer members a choice of snacks and sandwiches.

Skyview improvements



FORT SHAFTER, HI—The Fort Shafter Skyview Terrace NCO Club is looking a bit different these days with the addition of a roof and the scheduled improvement of the top floor of the club. The half-million dollar alteration and decoration of the club will enable club members to enjoy a second lounge and increased seating capacity for about 600 people. Construction is expected to be complete in June.

New Club System at Irwin

FORT IRWIN, CA—When the California National Guard turns over this desert post to the U.S. Army Forces Command for use as a National Training Center in July, a new Army installation club system will be ready to serve.

Management is already on site, readying the facilities for the expected influx of active duty troops to be assigned to man the installation, about 300 officers and 2,600 enlisted.

A number of MWR improvements are completed with more changes scheduled for this post. A package beverage store was approved by Department of the Army and opened in April. It replaced a store operated by the California National Guard. Management, with the assistance of the Club and Community Activities Management Directorate, TAGO, is preparing to renovate buildings to house officers', NCO and enlisted clubs. Money for starting up the club system will come from a combination of appropriated funds and a grant



from the Army Club Fund.

TAGO's turnkey facility improvement procedure will be used to renovate the clubs. This procedure has already been applied in a completed renovation of a bowling center, including the addition of a snack bar.

The National Training Center will be used to train tank and mechanized units under closely simulated combat situations. This requires a

Hanau's Pioneer Club renovated

HANAU, WEST GERMANY—Renovation projects are continuing in the Hanau Area Club System, the latest being a \$379,000 outlay to completely renovate the Pioneer NCO/Enlisted Club.

The project, which began in January 1981, is expected to be completed this summer. Area Club Manager **LTC Vincent Land**, said that he was "impressed with the amount of effort and concern going into the renovation" which will make the Pioneer more than a run-of-the-mill club.

The club will have new carpeting, tile in the bar, new plumbing and a gameroom. A doughnut room will also be added to provide Hanau soldiers with fresh doughnuts made daily.

New programs will complement the renovated club including a boosted entertainment slate, an improved menu and specialty nights.

lot of room and Fort Irwin, in the heart of the Mojave Desert, has plenty. The nearest town is Barstow, CA., located 40 miles away from the main post.

MAJ Alan D. Haid is assigned as Fort Irwin Installation Club manager. Haid was formerly assigned to Fort Stewart, Ga. Assisting Haid is **SSG(P) Cho Gillespie**, who was formerly a club manager in Fulda, West Germany.



Personnel

Turnaround time seen easing for OOH's

"We are hopeful that by late 1981, turnaround time will stretch to 22, maybe 24 months."

WASHINGTON—Sixty percent of all positions for enlisted people holding the military occupational specialty OOH, Club Management, are overseas. According to MILPERCEN officials, this contributes to a turnaround time between overseas and stateside assignments of generally between 17 and 20 months.

SFC John Zabko, program manager at the MILPERCEN Club Management Section, said that this short turnaround time causes personal hardships for many OOH's and difficulties for the clubs themselves through a loss of management continuity.

The imbalanced number of OOH's assigned overseas has dictated that there will be no CONUS to CONUS assignments because "when such assignments occur, they drive down

the turnaround time for others," Zabko said. The Club Management Section has put the lid on "deletions, deferments, and stabilized tours" because each such action requires another OOH to go overseas sooner than expected. The Section rarely approves deletions, deferments and stabilized tours and then "only when verified extreme hardship is proven," he added.

Assignments to Hawaii, Alaska, and Panama are now considered sustaining base assignments. OOH's wanting assignment to these areas must submit a volunteer statement from the overseas assignment. By filling Hawaii, Panama and Alaska with volunteers from overseas, the turnaround time for OOH's in CONUS will increase, according to Zabko.

"We are hopeful that by late

1981, turnaround time will stretch out to 22, maybe 24 months," said Zabko.

Club OOH strength is now at 90 percent of authorizations, up from 85 percent last year. This helps ease turnaround time, according to Zabko, who projects that 100 percent of authorizations will be filled by the year's end. He attributes this growth to an increase in the number of applications for the Enlisted Club Management Career and Development Program and while only one in three applications are being accepted, Club Management Course quotas are now full, requiring 45 NCO's to attend the Club Management Course currently being held in Europe and the scheduling of an extra Club Management Course in 1981.

Club Management Course 502-81 graduates



Row 1 (L to R): SP5 Patti L. Barber to Europe; SSG Samuel L. Morgan to Europe; SSG William L. Brubaker to Europe; CPT Julia L. Brown to Ft. Monroe; MAJ William I. Mullins, Course Director, MAJ William E. Pollard to Europe; CW3 Gerhard R. Risse, Director of Food Phase, 2LT Kimberly A. Furgason to Europe. Row 2 (L to R): SSG Edward A. Broder to Ft. Hood; SSG Lawrence S. Patterson to Ft. Rucker; SGT Ronnie E. Plummer to Europe; CPT Brenda F. Babbitt to overseas, early 1982; Gertrude S. Peyton, SFC Eddie S. Hannah to Europe; SSG Roger A. Ward to Ft. Leonard Wood; SSG Jose A. Bisbal-Acosta to Canal Area; J. Michael Kelly. Row 3 (L to R): MAJ Richard L. Carroll to Ft. Richardson; SSG Ralph C. Cox to Aberdeen Proving Ground; MAJ William E. Pollard, Class Leader to Europe; SFC Dan Loggins, Jr. to Korea; Craig A. Ganster, Robert J. Ginovsky, SGT Larry L. Olness to Rock Island Arsenal; SSG Rick C. Clark to Ft. Sheridan; SSG Lionel W. Hammond To Europe; SA Michael Clifford, 2LT Steven R. Garside to Military District of Washington. Row 4 (L to R): SSG Les P. Brownstein to Europe; SSG Edward G. Boda to Turkey; CPT Joseph P. Synovec to Ft. Jackson; James T. Heilman, SSG Roger P. Fortier to Fort Knox; SFC James C. Mack to Fort Bragg; CPT Charles F. Storey to Europe. Row 5 (L to R): SSG William P. Godwin to Fort Lee; 1LT William J. Wolfe to U.S. Military Academy; SP5 Rodney R. Furby to Europe; CW3 William D. England to Ft. Drum.

24 make E8 Promotion List

WASHINGTON—Twenty-four Sergeants First Class, holding the club management military occupational specialty 00J have been selected for promotion to Master Sergeant. Two hundred E7s were nominated for promotion for a selection rate of 19 percent from the primary zone. SFC Thomas Savel, currently assigned to Nuernberg, West Germany, was the only 00J selected for promotion to Master Sergeant out of the secondary zone. 00Js on the promotion list along with their assignments appear below:

William Bodie	Munich, West Germany
Charles Davis	Fort McClellan, Ala.
Donald Davis	Vicenza, Italy
Lee Ferguson	Wuerzburg, West Germany
Albert Flakes	Heilbronn, West Germany
Hans Gowin	Frankfurt, West Germany
Eugene Hilliard	Schofield Barracks, Hawaii

Raymond Hood
Albert Jay
James Kuterbach
James Loyd
Robert Mangiante
John Miller
Earl Milligan
Charles Pace
Jodie Pool
James Roberson
Benjamin Ruelas
Thomas Savel
Jessie Simmons
Daniel Straty
Larry Shapiro
James T. Webb
Michael Wetzler

Baumholder, West Germany
Dhahran, Saudi Arabia
2d Infantry Division, Korea
Neu Ulm, West Germany
Izmir, Turkey
Wiesbaden, West Germany
Camp Long, Korea
Stuttgart, West Germany
Vicenza, Italy
Nuernberg, West Germany
Fort Shafter, Hawaii
Nuernberg, West Germany
Fort Lewis, Washington
Fort Douglas, Utah
Fulda, West Germany
Fort Sam Houston, Texas
Wuerzburg, West Germany

Program open to E-5s

OOJ 3-phase training

WASHINGTON — Prospective OOJs are now undergoing a three-phase training program including on-the-job training, the nine-week Club Management Course, and a probationary period before award of the Military Occupational Specialty OOJ, Club Management. Previously, all that was needed for the award of the OOJ was attendance at a seven-week Club Management

Course conducted at Fort Benjamin Harrison.

In support of the new training program, The Adjutant General's Office has developed a comprehensive on-the-job training guide.

In a related move, the Army is now opening the OOJ program to E-5s whereas before applicants had to have a rank of E-6.

Interim change 102 to AR 614-200, published Oct. 27, 1980, announced the changes to the training program.

The Club Management Course class 502-81 which graduates on July 24, 1981 will be the first class in which all NCOs have received some prior training before attending.

Army seeking club managers

WASHINGTON—Managers who know of people interested in becoming club managers should encourage them to apply for entry into the Enlisted Club Management Career and Development Program.

Applicants should have less than 16 years of service with previous experience in food service, business management or administration helpful in gaining entry to the program. Procedures for entry are ex-

plained in AR 614-200, Interim Change Number 102, Chapter 7, Section VIII. Applications should be sent through channels to: Commander, MILPERCEN, ATTN: DAPC-OPA-C, 200 Stovall Street, Alexandria, Va. 22331. For additional information, interested people may contact the installation club manager or write to the above address.

Novel dues policy at Monmouth

FORT MONMOUTH, NJ—The Fort Monmouth Officers' Club has initiated a new policy aimed at attracting new members to the club and boosting food sales.

A review of active duty people assigned here found that only 65 percent were members, including 30 to 50 percent of the lieutenants and captains.

Management is now allowing present and new members to subtract the cost of their dues from the monthly dining room charges for six months.

The dues discount does not apply to beverage tabs, parties or recreational activities.

AFCC instructing Far East cooks

SEOUL, SOUTH KOREA—Twenty Army club employees attended a special session of the Armed Forces Culinary Course, held here from April 27-May 8, in an effort to improve the quality of food served in clubs in the Far East.

The Korea course follows two sessions held in Okinawa, Japan. Instructor Chef **Jim Crow** and assistant **Jim Landis** will return to the course's normal site at Patuxent River Naval Air Station, Md., after completing instruction in Korea.

The Armed Forces Culinary Course provides updated classroom education in food management and hands-on instruction in the kitchen to improve the culinary skills of club people in all four services.

Realignment of OPMS SC 41, 42, and 43 is slow

MILPERCEN cites recoding delays and urges action.

WASHINGTON—Although the restructure of the officer personnel specialties 40, 41, 42, and 43 have been in effect for eight months, progress has been slow in reviewing TAADS documents to accommodate the changes, according to Department of the Army personnel officials. The approved restructure of the officer personnel specialties took effect Sept. 1, 1980 and resulted in the establishment of position Identifier Code 40 (Personnel Management) and realignment of specialty codes 41 (Personnel Programs Management), 42 (Administrative and Personnel Systems Management), and 43 (Community Activities Management).

Officials report "sluggish" progress made in effecting the restructure. MILPERCEN message 162205Z Jan 81, (Subject: Recoding of Authorization Documents with Commissioned Officer Specialty Codes 40, 41, 42, and 43) called attention to the recoding delays and urged positive action. Officials emphasize that slow action on the realignment affects officer assignment, specialty designations, promotion and senior service college selection.

Specialty Code 43 has been expanded to include the entire range of community life functions. It now encompasses such areas as community services management, morale

support, and Army bands. The 43 officer now serves as "commander's MWR manager", the officials said. This specialty now involves the application of skills in such disciplines as personnel management, business administration, social sciences, and financial management. Increased Army emphasis on quality of life and MWR programs make it more important for officers to elect this specialty, the officials added.

More information on the realignment and recoding requirements can be found in MILPERCEN Letter of Notification 0-9-6 (3 Dec. 79), DA Circular 611-79 (15 Mar 80), and Change 9 to AR 611-101 (1 Apr 80).

Club staffing seen improving

Blend of specialists work to improve career management.

WASHINGTON—More club managers are satisfied with their assignments and there is less assignment turbulence as a result of the creation of a section in MILPERCEN devoted strictly to monitoring the assignment and career development of club managers. Officials at the Club Management Section, MILPERCEN say that efforts by their office have been instrumental in placing the right person in the right job thus improving satisfaction with assignments and club service to the soldier. "We try to place people where they want to be," said **MAJ Robert Shooner**, Section Chief. "However, they don't always go where they want to go because the need for their specific talent and expertise may not allow the preferred club location."

Shooner attributes the improvement in club management personnel procedures to the staffing of his office with a blend of people who have either worked in clubs and are familiar with the Army club system or are professionals in personnel management. Shooner himself has worked in several clubs and has been the Director of the Army's Club Management Course at Fort Benjamin Harrison.

The Section monitors the assignment of all club managers in the Army club system and maintains a close liaison with the Club and Community Activities Management Directorate. It also approves requests for reclassification into or out of OOJ program and works with career development and selec-

tion for training of all Army Club Managers.

Shooner has noted a sharp increase in the number of applicants to the Enlisted Club Management Career and Development Program. This resulted from increased advertising and lowering the level for this program to E-5. He feels that the three-phase training program (OJT, CMC, Probation Period) for club managers will also be important to improving the overall quality of management in the Army Club system.

Shooner's Section also is involved with appointments of club warrant officers, designations of commissioned officers as 43A and selections for Hotel and Restaurant Management graduate school.

Huckaby now food exec

FORT HARRISON, IN—**Carl L. Huckaby**, Officers' Club Manager here recently earned the distinction of Certified Food Executive from the International Food Service Executive's Association (IFSEA).

Huckaby received the honors during ceremonies on March 6-8 held in Buffalo, N.Y.

With 25 years experience in the food service field, he remembers

when he got his start at 18 opening his first bakery in Indianapolis. He then took his apprenticeship with Gaston Lavanta in Sarasota, Fla. Lavanta was once the chef for the Duke of Windsor and arctic explorer Rear Admiral Robert Byrd.

Huckaby is known to many in Army club management as one of the food instructors at the Club Management Course at the Institute

of Administration here. He also has taught part-time at Purdue University.

Having earned the IFSEA honors, Huckaby said his next goal is to become a certified Pastry Chef. He explained that this is the third certification offered by IFSEA and, if he earns this distinction, he will be the only person in the United States to hold all three certifications.

Adapted from the Fort Harrison Post.

USAREUR club course opens

HEIDELBERG, WEST GERMANY—Fifty-seven students are attending the 9-week MOS-producing Club Management Course here. The Course, sponsored by U.S. Army, Europe, opened on March 16 and will run until May 15. There are 48 enlisted, six officers and three civilians attending the Course.

COL Ronald W. Zeltman, USAREUR Assistant Deputy Chief of Staff for Personnel, opened the Course, emphasizing customer service and efforts by USAREUR to improve Army club facilities in Europe. Zeltman said that there was nearly \$32 million available in grants and interest-free loans to assist in the club facility improve-

ment effort. Course Director Al Najjar is being assisted by Rolf Hunger of the USAREUR NAF Branch with speakers and assistance provided by the European Regional Office, Club and Community Activities Management Directorate. The Course periodically comes to USAREUR to train managers currently working in clubs but unable to attend the Course at Fort Benjamin Harrison, Ind.

MSO workshop draws over 130

WASHINGTON—Over 130 Army morale fund officers, installation directors of personnel and community activities and NAF custodians heard presentations relating to the annual session's theme, "Resource Management: the Key to the 80's."

Personnel management, financial management, facility improvement and improving program manage-

ment were the major topics covered during the 5-day conference, as speakers advised attendees of new marketing techniques and developments at the Department of Defense and within the Army which will affect morale support fund managers in the 1980's.

The session was sponsored by the Morale Support Directorate, Office

of The Adjutant General. Representatives from the Directorate spoke on various DA programs and initiatives designed to allow morale support programs to better meet soldiers needs.

GAO representatives provided an overview of their role in overseeing morale, welfare and recreation activities.



Above, speakers at the 1981 Morale Support Fund Officers Workshop included (L to R): MG James C. Pennington, The Adjutant General, who gave attendees an overview of DA initiatives to improve the quality of soldier MWR programs, quality of life and soldier retention; Dr. John Crompton, Assistant Professor, Department of Recreation and Parks, Texas A & M University, who spoke on factors affecting fees and charges in moral support activities and on marketing morale support programs; and Dr. Orv Owen, who spoke on relating to the psychological needs of subordinates.

ECMC June 1

WASHINGTON—The Executive Club Management Course will conduct the first of two 1981 sessions from June 1-26. The Course is taught by the School of Hospitality Management, Florida International University, at training facilities in Fort Lauderdale, Fla. It was started in 1975 to provide advanced education for experienced Army club managers.

March/April 1981

Club Course now 9 weeks

FORT HARRISON, IN—The length of the Club Management Course has been extended from seven to nine weeks.

The curriculum has been improved to permit more time for platform instruction and practical exercises in critical subject areas such as financial, food and personnel man-

agement and internal controls.

The Course was extended at the request of The Adjutant General's Office. It is conducted by the Institute of Administration at Fort Benjamin Harrison, Ind. LTC Al Najjar is Chief, Club Management Division and the Course Director is MAJ Bill Mullin.



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New NCO club style "keeps them coming back."

by Bertha Gray

WALTER REED ARMY MEDICAL CENTER, WASHINGTON, D.C.—"We give 'em more for their money and it keeps them coming back," says **SFC James Allen**, NCO Club Manager here.

Allen is speaking of the new "stack-em-high" sandwiches served at the club's new deli, in operation for four months. This is but one of several new features added to help boost club patronage.

The "stack-em-high" sandwich comes in different varieties and each is prepared with lots of meat, cheese, and other fixings piled high on breads of several choices. "The new hot and cold sandwiches have taken on like hot cakes," said **CPT. James Ruggerio**, Installation Club Manager. "We are offering the customers something entirely new and different from the foods served in the mess hall and the post cafeteria, and at the same time, giving them much more for their money."

Ruggerio came to Reed after a tour in Germany where the 16 clubs he managed had started deli operations, as well. "It was well received by the soldiers and the clubs were really making money," he reflected.

The idea came about through **Robert Moneta**, a food specialist with the Club and Community Management Directorate, who introduced the deli to the clubs overseas. After careful research, a survey of what customers wanted in the food line and a change of management with new ideas, the deli was put into operation.

"At one time the club was bringing in anywhere from \$27,000 to \$35,000 per month in just beverage sales alone and the food sales were way down," Allen remembers. "In an effort to boost food sales and squelch the idea the soldiers just like to drink and not eat the deli seemed to be the answer," he said.

Soldiers and other members had complained to Allen that they were tired of the "same old hamburgers and hot dogs" at the club, which could be purchased "anywhere." Allen agreed that WRAMC is centrally located between several of the fast food restaurants. But, he added, with the deli's "stack-em-high" sandwich, the soldier gets a larger portion for much less than he would pay on the outside. This fact alone has made his sandwiches more popular, he added.

But the deli is only a part of the new style at the NCO Club. Beginning in April, members and guests are able to listen to two hours of jazz on Sunday evening, played by a disc jockey. While this feature will run on a trial basis, Allen said, country music will also be added to the schedule.

Gray is a staff writer for the Walter Reed Army Medical Center Public Affairs Office.

250 slot machines being placed in Frankfurt and Kaiserslautern

KAISERSLAUTERN, WEST GERMANY—Two hundred and fifty slot machines are being placed in Army clubs in the Kaiserslautern and Frankfurt Area Club Systems in late April and early May, during the initial phase of a program to reinstate slot machines in Army clubs and Armed Forces Recreation Centers in overseas locations where not in violation of foreign laws, status of forces or local agreements.

The machines will be in denominations of 5¢ and 25¢, with jackpots limited to \$75 for 25¢ machines and \$50 for 5¢ machines, according to program managers at the Club and Community Management Directorate, Office of The Adjutant General. A contract was awarded to the Jennings Group Inc. to provide the machines, with accompanying support stands, a field lab, spare parts, maintenance and training of slot machine mechanics. Costs for the program are being paid by the

Army Club Fund. Slot machine earnings will be used for facility improvements at the operating activity, other high priority MWR program requirements and capital improvements of MWR facilities within the major command (USAREUR), and to pay costs associated with the reinstatement.

The initial phase (approximately 7 months) provides for evaluation, analyses and validation of operational and internal control procedures and will be followed by a timed full-scale reinstatement of slot machines.

The Air Force is placing 275 machines in clubs at Sembach, Ramstein and Rhein Main Air Bases, West Germany; Clark Air Base, The Philippines; and Kadena Air Base, Japan. The Air Force and Army jointly procured the machines from the Jennings Corporation with the Air Force handling procurement for both services.

ARMY HOST

Club and Community Activities Management Directorate

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